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THESIS

THE SUBSPECIALTY MANAGEMENT SYSTEM
AS IT RELATES TO THE COMMUNICATIONS
SUBSPECIALIST SURFACE WARFARE OFFICER

by

Grayson L. Koogle

March 1983

Thesis Advisor: Carl Jones

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REPORT DOCUMENTATION PAGE

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1. REPORT NUMBER	2. GOVT ACCESSION NO. / 3. RECIPIENT'S CATALOG NUMBER
4. TITLE *(and Subtitle)*: The Subspecialty Management System as it Relates to the Communications Subspecialist Surface Warfare Officer	5. TYPE OF REPORT & PERIOD COVERED: Master's Thesis, March 1983
	6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(s): Grayson L. Koogle	8. CONTRACT OR GRANT NUMBER(s)
9. PERFORMING ORGANIZATION NAME AND ADDRESS: Naval Postgraduate School, Monterey, California 93940	10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
11. CONTROLLING OFFICE NAME AND ADDRESS: Naval Postgraduate School, Monterey, California 93940	12. REPORT DATE: March 1983
	13. NUMBER OF PAGES: 138
14. MONITORING AGENCY NAME & ADDRESS*(if different from Controlling Office)*	15. SECURITY CLASS. *(of this report)*
	15a. DECLASSIFICATION/DOWNGRADING SCHEDULE

16. DISTRIBUTION STATEMENT *(of this Report)*

Approved for public release; distribution unlimited.

17. DISTRIBUTION STATEMENT *(of the abstract entered in Block 20, if different from Report)*

18. SUPPLEMENTARY NOTES

19. KEY WORDS *(Continue on reverse side if necessary and identify by block number)*

Surface Warfare Officer
Subspecialty Management System
Communications Subspecialist

20. ABSTRACT *(Continue on reverse side if necessary and identify by block number)*

The subspecialty management system for the Communications Subspecialist Surface Warfare Officer is the subject of this research. The written policies and instructions relating to the system are identified as to content and the effect on the subspecialist. The management system is outlined emphasizing the interfaces and responsibilities for subspecialty coding, counseling, utilization and tracking, and subspecialist selection.

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20. ABSTRACT Continued

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The Subspecialty Management System as it Relates to the Communications Subspecialist Surface Warfare Officer

by

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Submitted in partial fulfillment of the
requirements for the degree of

MASTER OF SCIENCE IN TELECOMMUNICATIONS SYSTEMS MANAGEMENT

from the

NAVAL POSTGRADUATE SCHOOL
March 1983

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I. INTRODUCTION

In 1972, the Unrestricted Line (URL) Officer Professional Development System known as OTMS (or formally the Operational Technical Managerial System) was set into operation, recognizing the need to strike a balance between the operational and subspecialty development of officers. As the URL Guidebook (1982) states "OTMS recognizes continued operational development in your designator specialty as the cornerstone of URL career development and, at the same time, in order to meet the total Navy requirements, encourages concentrated development in a secondary field." [Ref. 1: p. 6] Thus, the basis for the current subspecialty management system started. At the same time OTMS began, the CNO Industry Advisory Committee on Telecommunications submitted its final report to the CNO stating that the average naval communicator was not fully prepared by education or experience for major communications assignments in the Navy or in Joint or Allied tours. One of the committee's recommendations was that "the CNO develop a select group of professional, full-time, well-educated and trained communicators, capable of directing and managing all aspects of a modern telecommunications system." [Ref. 2: p. 10] The report also stated that continuation of the unrestricted line subspecialist would not achieve the

desired results unless significant changes in the career pattern and promotion opportunities were made. The Navy did not develop a restricted line community of communicators as a result of this report. Eight years later, however, the question was still being asked: What is the career pattern for communications subspecialists?

In February 1980, the Naval Inspector General submitted the final report on the command inspection of Headquarters, Naval Telecommunications Command (NAVTELCOM). One of the findings of that inspection was that there was no current effective program within NAVTELCOM to develop telecommunications career paths for officer communications subspecialists. Part of Recommendation 5-80 of that report was that COMNAVTELCOM in collaboration with appropriate warfare sponsors, other offices and commands initiate a program aimed at developing military officer career paths. [Ref. 3]

The purpose of this thesis is not to argue the pros and cons of developing a career path for subspecialists or to attempt to justify the formation of a new restricted line community for communicators. The subspecialty management system and how it interfaces with the Surface Warfare (1110) communications subspecialist is the thrust of this research. In particular, the research objectives are:

(1) To identify the written policies and instructions that effect the communications subspecialist.

(2) To identify written guidance available for career planning.

(3) To outline the subspecialty management system as to the processes involved in billet coding and structure, utilization of subspecialists and designation as a subspecialist.

(4) To analyze the records of Surface Warfare communications subspecialists for trends as operational vs. utilization tours, promotion flow points, subspecialist designation and career milestones.

In a seminar at the Naval Postgraduate School on 3 March 1983, VADM Gordon Nagler, Director of Command and Control (OP-094) and the primary sponsor for the communications subspecialty in the command and control field, stated his views and policies on officer professional development. Emphasizing performance and promotability, VADM Nagler stated that the Navy wants the "cream of the crop" as subspecialists and that it therefore should be tough to become a proven subspecialist. Non-performers should not be promoted and not selected as subspecialists.

These views place more emphasis on the fact that the Surface Warfare Officer must understand the system and the effects of such factors as tour rotations and types of billets on promotion and subspecialist designation, so that adjustments can be made to realize one's career expectations. The selection board statistics show that high promotion opportunity awaits officers who are outstanding performers in their warfare designator and as a proven subspecialist. Proven subspecialists are "that base of

top performing individuals who may ultimately fill the most demanding subspecialty billets in the Navy." [Ref. 1: p. 7]

II. WRITTEN POLICIES AND INSTRUCTIONS

"The career planning of every naval officer is based upon two main ingredients: becoming an expert in his warfare specialty and developing a subspecialty in an operational, technical, or managerial area of the Navy. [Ref. 4] Such is the emphasis in today's Navy, operational development in the warfare designation as the basis for unrestricted line (URL) officer career development and, at the same time, in order to meet the total Navy requirements, encouragement toward concentrated development in a secondary field. Note that the subspecialty is exactly that: a secondary field of endeavor for the line officer. This is a major point with regard to the management and utilization of communications line officer subspecialists. As the written guidance concerning subspecialty management and utilization is reviewed, it is necessary to keep in mind the required seashore rotation pattern (dual development path) that is followed by Surface Warfare (1110) Officers. Qualification, proficiency, and experience in the surface warfare specialty is an absolute requisite for the officer in order to capitalize on his professional and promotional potential. The operational needs of the Navy and in some cases, of the officer, could preempt or delay utilization tours in the applicable subspecialty area. It is up to the individual

officer to plan his or her career in such a way as to realize the full potential. As ADM Arleigh A. Burke, USN (Ret), stated: "There is a limit to what BUPERS or anybody other than the individual officer can do in career planning." [Ref. 5: p. I-D-27] ADM George Anderson, USN (Ret), gave additional emphasis when he wrote in 1974 that "the individual must assume the fundamental responsibility for his own career planning which has a bearing on his education, training, and assignments of duty." [Ref. 5: p. I-D-26]

With that in mind, the 1110 officer should know where to find guidance concerning a desired subspecialty in order to plan for his/her future and promotional opportunity. "Statistics reveal that officers who are both outstanding performers in their designator specialty and a proven subspecialist enjoy an extremely high promotion opportunity." [Ref. 1: p. 7] This chapter deals with the written policies and/or guidance available for the subspecialist (particularly the communications subspecialist).

A. UNRESTRICTED LINE OFFICER CAREER PLANNING GUIDEBOOK (1982)

The URL Guidebook provides basic career planning information and guidance for the officer. It is not intended to be the answer to all questions and situations. It is as the name suggests, a guidebook which illustrates the current trends and patterns to aid the officer in professional development and career planning. With regard to subspecialty

development, the guidebook refers to the Navy's funded graduate education program as "the primary method of acquiring a subspecialty based on graduate education" and notes that "off campus" non-funded graduate work can also lead to subspecialty coding. The recommendation is that the officer contact the Professional Development Education and Subspecialty Management Branch (NMPC-440) for further detailed guidance. NMPC-440's role is subspecialty management and utilization. That role will be discussed later along with the subspecialty coding process as it relates to the communications subspecialty.

The URL Guidebook points out to line officers the purpose of the subspecialty selection board (SSB) which was instituted to identify officers as proven subspecialists who have developed into superior performers in a subspecialty.

> "On the basis of recent subspecialty assignment and good overall career performance, particularly with regard to leadership potential, URL officers are designated proven subspecialists--that base of top performing individuals who may ultimately fill the most demanding subspecialist billets in the Navy." [Ref. 1: p. 7]

Emphasis has been added by this author on a particular phrase relating to career performance as words to that effect appear later in written documentation concerning the Subspecialty Selection Board (SSB). Overall career performance is cited as one of the key factors in the subspecialty selection board deliberations. The guidebook also adds a note of caution.

> "It is important to understand that, for the URL officer, development in a subspecialty is not a generally available alternative to operational development. There will be very few URL officers who will pursue development in their subspecialty exclusively after gaining a degree of operational expertise at less than the command level in their designator specialty. These officers are the exception to the rule. They must have superior performance records overall and have qualifications which are needed in repetitive shore tours." [Ref. 1: p. 7]

The point is that warfare specialty development should be the driving factor in the unrestricted line officers career. This factor will be taken into consideration in the analysis of data in Chapter IV.

The Surface Warfare Officer professional development path as stated in the Unrestricted Line Officer Guidebook is provided as Figure 2.1. As the diagram shows, there are two time frames for entry into the funded (Naval Postgraduate School) graduate degree program. The first occurs 3 to 3½ years after commissioning, completion of the first sea tour, and more importantly, qualification as a Surface Warfare Officer. The second opportunity occurs at the 9 to 10 year point of commissioned service following the department head split tours and typically prior to next sea assignment in a Lieutenant Commander (LCDR) Executive Officer tour.

This diagram is the typical Surface Warfare pattern. It is by no means the absolute or ideal path to a successful career, however, as the Guidebook notes "the successful

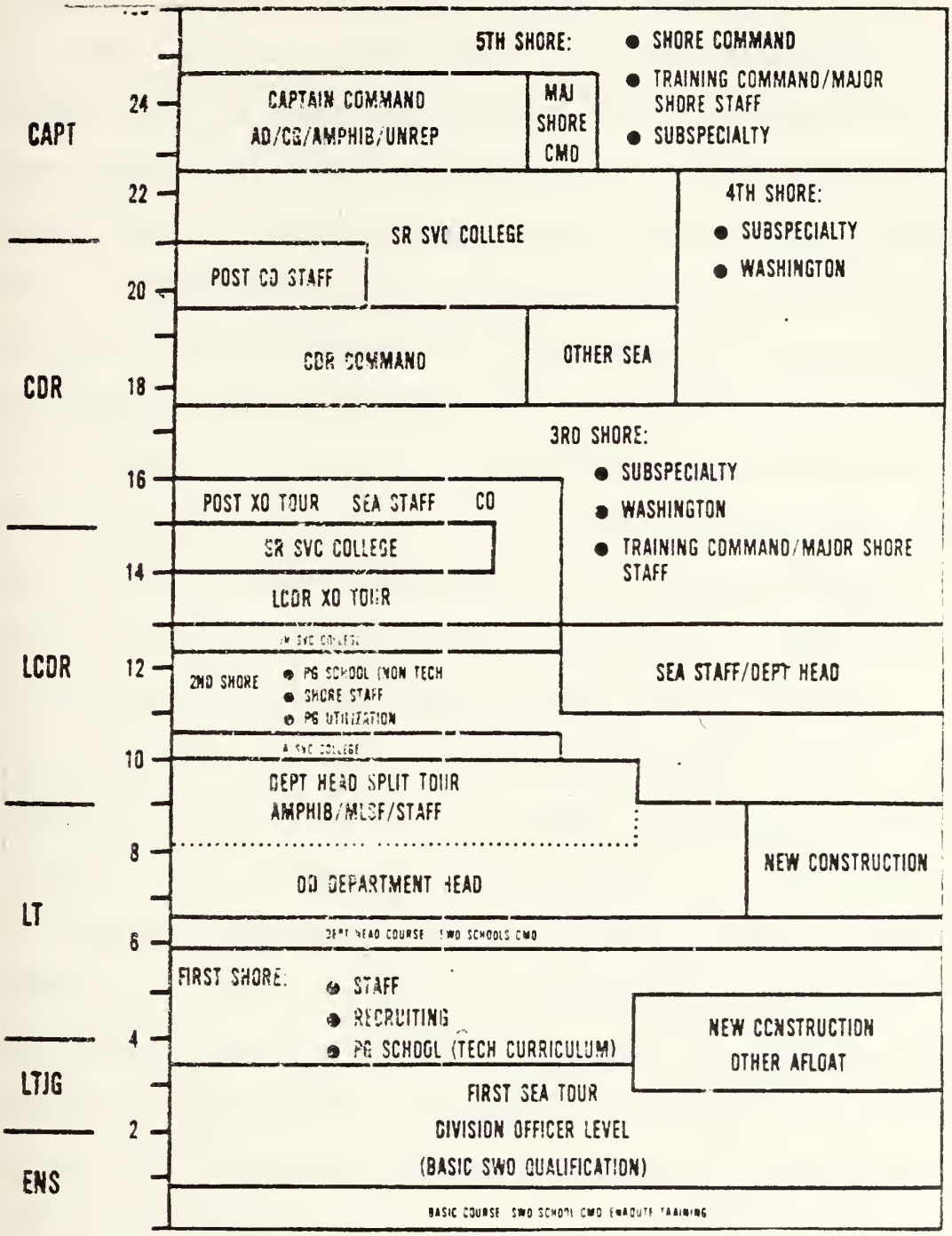


Figure 2.1 Surface Warfare Officer Career Pattern

Surface Warfare Officer will meet most of these career milestones in about the same sequence indicated." [Ref. 1: p. 23] If that is the case, then the typical Surface Warfare (1110) Officer could expect two but not more than three utilization tours in his selected subspecialty (after graduate school) prior to the 20 year career mark (assuming that the postgraduate school tour is the first shore tour). Utilization tours however, can be preempted by operational tours required for promotion. As noted previously, promotion is keyed to operational expertise and performance as a Surface Warfare Officer. "Navy Policy requires that the Surface Officer become experienced in as many different facets of the operational force as possible." [Ref. 1: p. 27] Thus, operational staff tours (sea and shore), service colleges and certain Washington tours (other than utilization) could effectively preempt utilization tours in order for the officer to stay competitive in the Surface Warfare community. The bottom line is that the URL Guidebook is a basic guide for determining career milestones for the surface officer, including time frames for subspecialty development and subsequent utilization. Beyond that, it offers no detailed guidance for the Surface Warfare subspecialist.

B. DEPARTMENT OF DEFENSE DIRECTIVE 1322.10 (30 July 1974)

This directive is entitled "Policies on Graduate Education for Military Officers." Within the Navy, this guidance has been implemented under OPNAVINST 1520.23. While this guidance is primarily concerned with establishing policies on graduate education in general, it does contain two requirements relating to subspecialty management in the Navy. The first is that "officers who have received Navy funded graduate education will serve one tour in a validated position for the acquired subspecialty as soon as possible after completing the education but in any case not later than the second tour." Exceptions or waivers must be approved by Commander, Naval Military Personnel Command. [Ref. 6] The other requirement is that the management of graduate educated officers be annually evaluated "to insure that optimal utilization and retention is realized." [Ref. 6] Within the Navy, both these requirements are the responsibility of the Professional Development Education and Subspecialty Management Branch (NMPC-440) which will be discussed later in detail. Suffice it to say at this point that continual evaluation of subspecialty utilization in the Navy has not been maintained up to this date, however, certain changes (to be noted later) have been made, effective 1 November 1982, which will make it possible to do future utilization studies on a continuous basis. Specific "one time" utilization studies have been

done on subspecialty communities overall. These studies have arisen for the most part with regard to questions concerning DOD Directive 1322.10 and the two requirements cited above. Case in point, in 1979, Congress expressed concern over the military services' utilization and management of graduate educated officers and directed the Department of Defense to respond. In March 1979, the Department of Defense submitted a report to the House Appropriations Committee. With regard to utilization of Navy line officers, the following two statements were extracted from the report.

> "Since unrestricted line officers usually go directly from school to an operational assignment at sea in their Naval warfare specialty, the utilization rate for these officers should be examined over time. After 75 percent of the unrestricted line officers who obtained graduate degrees in 1971 have had utilization tours. Another 19 percent were assigned to operational or higher billets where the Navy believes that their education was beneficial to the Navy. Six percent have yet to be assigned to a validated billet." [Ref. 7]

> "The Navy, as the result of an examination of the records of a random sample of fully funded graduate degree holders found that 86 percent of the O-6's, 68 percent of the O-5's, and 53 percent of the O-4's had had at least two utilization tours." [Ref. 7]

In February 1981, the Department of Defense reported to the House Armed Services Committee again emphasizing the fact that unlike the Army, Air Force and Marine Corps, the utilization of graduate educated Navy line officers had to be examined over time because of the dual career path (sea-shore rotation). The report also stated that the Navy had

instituted management initiatives to improve the percentage of first utilization tours to where 72 percent of the class of 1976 had served a utilization tour within three years after graduation. [Ref. 8]

This same report also commented on personnel shortages in certain graduate areas including Communications Systems Technology in the Navy. Using computer modeling to determine the required inventory to satisfy the billet requirements, the report stated that the Navy needed 593 graduate educated officers [Ref. 8] in the inventory to satisfy billet requirements for 181 billets (billets requiring graduate education in communications). The model used included factors such as sea-shore rotation, retention, attrition existing inventory, paygrades, and the existing billet structure. As of this report in February 1981, the Navy cited a shortage of 293 graduate educated officers in communications technology (XX81/XX82). The report stated that Navy inventory shortages in unrestricted line officers "required many officers to serve follow-on tours in higher priority operational billets, thus delaying their utilization of graduate education." This of course underlined the fact that while the Navy as well as the other services has a commitment to graduate education, the obvious first priority for assets was and still is the operating forces and their mission.

Another way of analyzing DOD Directive 1322.10 requirements for utilization tours is to look at the issue of degree half life. Degree half life is used by educators to measure degree obsolescence. Half life is the time it takes after completion of the degree for the graduate to become one half as technically current as he was on the date of graduation (presuming that the graduate takes no new courses to keep current). For example, the half life of an engineering degree in 1971 was five years. Today, three years is generally accepted as the half life of an engineering degree but the half life of degrees such as computer and communications systems is shorter than that due to the recent rapid changing technological trends. [Ref. 9] One can immediately see the question being raised: Why send the Navy officer to graduate school in accordance with given requirements when his degree half life is exceeded prior to the initial utilization because of the sea-shore rotation? One could counter that the ability to maintain currency in a certain academic area depends on numerous factors such as the quality of basic education, the dynamics of technologies in the particular discipline, the type of work the officer does and his basic intelligence. [Ref. 9] Of those factors, it is the quality of the education that will best enhance the officer's ability to grow in the applicable subspecialty and prepare him for new technological

trends. The educational discipline will also continue to provide him with initiative to maintain currency in the field.

C. CAREER FACT SHEETS FOR XX81 AND XX82

These career sheets are provided in Appendix A for review. In accordance with OPNAVINST 1000.16E, the Professional Development Education and Subspecialty Management Branch (NMPC-440) is tasked to "counsel officers on subspecialty careers" in addition to other responsibilities. These fact sheets are the basis for that counseling. They are drafted by the primary consultant (Director, Naval Communications Division, OP-941) and secondary consultants (OP-094, COMNAVSECGRU, COMNAVELEXSYSCOM, COMNAVTELCOM) and periodically reviewed for currency. As study will show, these sheets are not substantive. They consist basically of the graduate educational skill requirements and some sample billets and geographic locations. They have not been updated to include the new educational skill requirements (dated March 1982) provided as Appendix B for comparison. A stepping stone hierarchy is not identified to guide an officer in developing his expertise in his subspecialty. Educational and training opportunities other than graduate school related to communications are not identified. Certain competitive issues are not addressed, such as specific O-4, O-5, and O-6 billets which cite

requirements for either of two different subspecialty codes. For example, there are three commanding officers billets currently listed as requiring either 5082Q (Communications Systems) or 5076Q (Space Systems Operations).

In the author's opinion, the fact sheets by themselves do not appear to be an adequate basis for career counseling especially when coupled with the fact that there are no communications subspecialists in NMPC-440 to serve as knowledgeable points of contact.

D. NAVAL MILITARY PERSONNEL COMMAND NOTICE 1401

The most recent Command and Control Subspecialty Selection Board reported out 15 October 1982 using this notice as the vehicle for announcing the selection of officers as proven subspecialists in the command and control subspecialties. This notice is one of the documents readily available to line officers which cites the basic criteria for selection as a proven subspecialist. As outlined in this most recent notice, the factors to be considered for selection as proven subspecialists are: [Ref. 10]

(1) Superior performance, particularly in the subspecialty tour.

(2) Relevant education or experience.

(3) Recency of qualification tours.

(4) Depth of subspecialty experience and leadership potential.

(5) Evidence of technical/managerial expertise beyond levels routinely acquired during operational tours.

(6) Relevant graduate education and one significant tour for designation as Q-coded proven subspecialist.

(7) Minimum of two significant tours in the subspecialty for designation as R-coded proven subspecialists.

There are some terms which need further definition as in the case of "recency of tours" and "significant tours." Recency of tours is defined by NMPC 440 [Ref. 11] as being utilized in the subspecialty within the last five years. The question of what constitutes a "significant tour" is quite another matter. According to NMPC-440 [Ref. 11] "significant tour" is defined by the subspecialty selection board members in their deliberations, using their combined overall experience as proven subspecialists themselves, to serve as a baseline for determining what constitutes a significant tour. As will be seen in the section concerning the Subspecialty Selection Board (SSB) later, the letter of instructions or precept to the board is not anymore explicit in selection guidelines than NAVMILPERSCOM Notice 1401. Discussion concerning the board's action in designating officers with codes other than proven subspecialists and assignment of the functional field of the subspecialty code are also discussed in the section on the SSB.

There is one function of the board that is not identified in this notice that should be highlighted. A misconception may exist among line officers that the designation

as a proven subspecialist is a somewhat permanent designation. In truth however, an officer's subspecialty code can be downgraded at any time by board action. Downgrading or de-selecting is a function of the Subspecialty Selection Board, however it is not specifically identified in any written documentation nor are the criteria for downgrading or de-selection. Further details are contained in the section discussing the Subspecialty Selection Board.

One additional note needs mentioning. This notice cites the name, rank, social security number, and warfare designator of the officers selected as proven subspecialists. Some insight could be gained by contacting these officers "who have been there" to determine the types of tours in communications, sea-shore rotation, etc. With the paucity of information concerning the communications subspecialty, this peer group constitutes a valuable source of information for the young Surface Warfare Officer.

E. BIENNIAL OFFICER BILLET SUMMARY (SENIOR/JUNIOR EDITIONS)

As indicated in the title, these two publications are promulgated to all commands every two years (with the latest editions dated 1 January 1982). The Junior Officers Edition includes the ranks of Warrant Officer through Lieutenant and the Senior Officer Edition encompasses the ranks of Lieutenant Commander through Captain. Their purpose, as provided in the cover letter [Ref. 12], is to

provide "a comprehensive display of the many types and broad range of challenging billets within the Navy" to be used in preparing a "more meaningful and useful Officer Preference Card" when used in conjunction with the Manual of Navy Officer Manpower and Personnel Classifications (NAVPERS 15839Z). The billet summaries are listed in five different formats or sections. The first section lists the billets requiring subspecialists, the second section is a summary of shore duty billets by designator, section three is a summary of sea duty billets by designator, section four is a summary of CONUS shore duty billets by geographic location, and section five is a summary of overseas shore duty billets by geographic location. The Junior Officer Edition has two additional sections covering sea duty billets by geographic area and a matrix showing LCDR and LT Officer afloat commands by homeport, ship type, and grade.

The billet summaries are not a listing of all billets in the Navy within the specified rank structure nor are they intended to be. Only one section makes that claim. The instructions for Part 1 (listing of subspecialty billets) state in both editions that "this part lists all billets which require subspecialists." It is also the only section which cites subspecialty codes along with the billets. The other sections (parts) cite only designator code and Navy Officer Billet Classification Codes (NOBC). In fact, the listings include only P and S coded billets in the

Junior Officer edition and only P coded billets in the Senior Officer edition. As to Communications subspecialists, the listing for these suffixes is fairly accurate after one year as illustrated in Table I.

TABLE I

Number of Communication Subspecialty Billets Listed in Senior Officer Billet Summary Compared to Actual Billet Numbers One Year Later

Code	Rank	Billets Listed	Current Billets
XX80P	O-6	1	0
	O-5	6	4
	O-4	1	1
XX81P	O-6	9	10
	O-5	9	7
	O-4	12	9
XX82P	O-6	6	8
	O-5	2	4
	O-4	11	6
TOTAL		57	49

The overall listing has not changed significantly for the communicator in the period of one year. The point to be made, however, is that there is no summary of the other subspecialty billets, especially the ones requiring proven subspecialists, for the Naval officer to review in planning a career. There are in fact 111 Communication proven subspecialist billets (Q and R coded) currently designated in the ranks of LCDR through CAPT. The importance of this fact, is that the Officer Billet Summary gives no guidance at the individual command level for the 1110 communicator beyond the first significant tour requiring a P code. There

is nothing written and readily available that will show or illustrate the hierarchy of communications jobs by which to plan professional development in the subspecialty field along with surface warfare development beyond that point. Research did not reveal any reason why only P coded billets are listed. [Ref. 13]

F. MANUAL OF NAVY OFFICER MANPOWER AND PERSONNEL CLASSIFICATIONS, VOLUMES I AND II (NAVPERS 15839 E)

These two volumes identify, define and promulgate the Navy officer classification and code structure as it currently exists. Four sections of this reference are applicable to the subspecialist in general and the communications subspecialist in particular (with regard to two sections).

Part A identifies and defines the Navy Officer Billet Classification (NOBC) codes. These codes identify officers billet requirements and officer occupational qualifications acquired through billet experience or through a combination of education and experience. The NOBC code itself consists of four digits. Using the code 9515 for example, the first digit identifies the field (Navy Operations), the second digit identifies the group within the field (Communications), and the last two digits indicate the specific job title and classification within the group. In this particular case, 9515 is the NOBC code for Communications Plans and

Operations Officer. The NOBC codes for the Communications Group run from 9500 to 9599 and they identify "primary duties associated with planning, directing, and operating naval communications systems, afloat and ashore." [Ref. 14] Each NOBC in the group is listed numerically along with the full job title, the computer abbreviated title, and a definition/description of the billet and/or qualification. Again using the NOBC code 9515 as an example, the definition is as follows:

> "Formulates communications plans and prepares communications annexes to operations plans and orders. Reviews communication plans prepared by higher authority; prepares necessary supporting plans and provides information and advice on their implementation; maintains liaison with communication planning staffs of other services and agencies; supervises collection, evaluation, and display of communications information." [Ref. 14: p. A-217]

Part E of this manual is entitled "Subspecialty Codes." This section defines the coding, the coding restrictions, the criteria for assigning codes to the billets, the sponsors and the consultants for the subspecialty areas.

The overall goal of the officer subspecialty system is to provide sufficient officers with subspecialties for which current and projected validated requirements exist. With that end in mind, subspecialty coding has a dual purpose. It is used to describe the area and level of specialization required in each billet, and the subspecialty area and level of experience and expertise achieved by each coded officer. With regard to billets, the subspecialty

code defines the field of application and the additional education, experience, and training qualifications needed to satisfy special requirements of each billet. [Ref. 14] For officers, the code is a means of identifying the area of expertise as to education and skill, the officer's background experience in the field, and the level of education and skills that the officer has achieved.

The subspecialty code is made up of five characters consisting of four numbers and one letter suffix. The first two numbers of the code constitute the functional field. For communications subspecialty billets below the grade of Lieutenant Commander (O-4), this field is expressed as "00" entered as the first two digits (Example: 0082T). Communication subspecialty billets in the grades of Lieutenant Commander through Captain are expressed with "50" as the first two numbers, which identifies a requirement for officers with background experience in Command and Control (the functional field under which communications is included). Flag officer billets are not assigned subspecialty codes. [Ref. 14] With regard to the coding of officers, the functional field code of "50" is applied to communications subspecialists in the rank of Lieutenant Commander through Captain to indicate experience in the professional area of Command and Control, the area in which the officer will apply his specific education, training and experience. Functional field codes are assigned to the officer as a result

of the Subspecialty Selection Board to be discussed later. The functional field code as it relates to billet coding can be changed as a result of activity or claimant request, primary sponsor action, or the action of the Subspecialty Requirements Board (to be discussed in Chapter III). The primary sponsor for the Command and Control functional field is the Director of Command and Control (OP-094). The other sponsors (secondary) are DCNO-Submarine Warfare (OP-02), DCNO-Surface Warfare (OP-03), DCNO-Air Warfare (OP-05), Naval Office of Warfare (OP-095), COMNAVSECGRU, COMNAVTELCOM, COMNAVELEXSYSCOM, COMOCEANAV, and COMNAVOCEANMET. The duties and responsibilities of the sponsors are contained in the Manual of Navy Total Force Manpower Policies and Procedures (OPNAVINST 1000.16E).

The third and fourth numbers of the subspecialty code is used to identify the educational skill field required by the billet or as acquired or achieved by the officer. Three codes apply to the communications subspecialty: XX80-Communications (General), XX81-Communications Engineering, and XX82-Communications Systems Technology. XX80 is used as a billet code only at the Commander and Captain level to note a billet requirement which may be satisfied by any discipline within the immediate skill levels. [Ref. 13] The educational skill fields have consultants designated as opposed to sponsors in the functional fields and their duties and responsibilities are

also outlined in OPNAVINST 1000.16E. The primary consultant for the communications education/skill field is the Director, Naval Communications Division (OP-941) with support from the other consultants: OP-094, COMNAVSECGRU, COMNAVTELCOM, and COMNAVELEXSYSCOM.

The letter suffix of the subspecialty code defines the level of education or skill in the field just discussed (i.e. XX81/XX82). As it relates to officers and billet requirements both, the suffixes for proven subspecialties (C, M, Q, F, and R) are used to identify unrestricted line officers and billets in the grades of Lieutenant Commander through Captain only. Proven subspecialty codes are assigned only by subspecialty selection board action. The definitions of the subspecialty suffixes are provided in Table II. [Ref. 14]

Parts K and L of NAVPERS 15839E [Ref. 14] are important for the subspecialist if only for background information. Part K gives information concerning the reporting and recording of training at service schools, while Part L is concerned with education, both Navy sponsored and other Navy officer education programs. It is an additional source of reference material that can be used in reviewing one's record (Officer Data Card or full service record) and planning one's career.

Volume II of NAVPERS 15839E explains and defines the Officer Data Card (ODC) item by item. The ODC is a

TABLE II

Subspecialty Suffixes

*B--Validated requirement for master's or higher level of education but second priority to P, Q, M, N, C, or D coded billets for assignment of qualified officers; used when subspecialty code compensation for the billet has not been identified.
C--PhD level of education--Proven subspecialist.
D--PhD level of education.
E--Baccalaureate level of education in a field applicable to the subspecialty.
F--Master's degree not fully meeting Navy criteria or graduate education at less than master's level--proven subspecialist.
G--Master's degree not fully meeting Navy criteria or graduate education at less than master's level.
*H--Billet code to indicate a position for which the assignment of an officer with a master's level of education is desirable but not required.
M--Engineer's degree level of education--proven subspecialist.
N--Engineer's degree level of education.
P--Master's level of education.
Q--Master's level of education--proven subspecialist.
**R--Significant experience--proven subspecialist.
**S--Significant experience.
T--Billet code: denotes training billet which qualifies incumbent for an S-code officer code; identifies students in duty under instruction leading to the indicated subspecialty qualification.

* Applies only to billet codes.
**The codes denoting significant experience should be limited to those fields where requirements exist or skills are achieved outside a directly related specialty/designator.

familiar document for most officers but there are certain items which become important after an officer becomes a subspecialist for tracking, utilization, and promotion. Some of these items are education (blocks 54-59), subspecialty code assigned (blocks 66-68), service schools (block 52), utilization codes (blocks 79, 91), and additional qualification designations or AQD (block 72).

G. MANUAL OF NAVY TOTAL FORCE MANPOWER POLICIES AND PROCEDURES (OPNAVINST 1000.16E)

This instruction is as substantive as NAVPERS 15839E, hoever, Section 402 and 403 of Chapter 4 have direct application to the subspecialist. Section 402 assigns the specific responsibilities of the subspecialty sponsors, consultants, and coordinators. The sponsors and consultants for communications were identified earlier. The subspecialty coordinators are as follows: Subspecialty Requirements Coordinator (OP-114), Graduate Education Coordinator (OP-114), Subspecialty Development Coordinator (OP-132E4), Professional Development Education and Subspecialty Management Branch (NMPC-440), and the Subspecialty Curricular Coordinator (N-13). These offices and their responsibilities in accordance with OPNAVINST 1000.16E will be discussed in the following chapter.

Section 403 outlines the Subspecialty Requirements Board (SRB). "The objective of the SRB is to produce a billet

base which expresses valid requirements for officers with subspecialty education, training, or experience in the various technical and managerial skill fields, as identified in terms of disciplines, officer designators and grades." [Ref. 15: pp. 4-9]

III. THE SUBSPECIALTY MANAGEMENT SYSTEM

The intent of this chapter is to outline the different organizations that code, review, analyze, designate, or in short, manage the subspecialty system. Figure 3.1 was provided by the Officer Professional Development Section (OP-132E4) as the basic flow diagram for subspecialty management and will be used in the following discussions as the baseline reference. The subspecialty system will be discussed in three areas: subspecialty billet coding, utilization and tracking, and the subspecialist selection process. The different interfaces of these three areas will be traced with regard to the Surface Warfare (1110) communications subspecialist.

A. SUBSPECIALTY CODING

The subspecialty codes as they apply to the communications subspecialties were explained and defined in detail in Chapter II. With regard to billet coding, the subspecialty codes define the field of application, and the additional education, experience and training qualifications needed to satisfy the special requirements of particular billets. The work-center concept is the basis for determination of subspecialty requirements. The work-center as defined by OPNAVINST 1000.16E is "an organizational element

Figure 3.1 The Subspecialty Management System

composed of a mixed group of specialty and subspecialty skilled personnel, that performs a specific function in support of the organization's mission." [Ref. 15, pp. 6-13] Using this concept, similar organizations with the same basic mission will have correspondingly aligned subspecialist skill requirements. As to the utilization of subspecialists under this concept, "assignments are made to commands with validated requirements, and utilization is credited within the work-center, not the billet, permitting greater flexibility." [Ref. 15: pp. 6-13] For example, a command with a billet requirement for a Lieutenant Commander coded 5082Q has an officer of the same rank and code assigned to the command. The command can then assign that officer to a job other than the one coded 5082Q yet utilization will still be credited to the command and the officer in the work center concept. That documentation of utilization, as will be seen later, occurs in the order writing process and is the responsibility of NMPC-440.

The overall coordination of subspecialty requirements and billet coding is assigned to OP-114, the Subspecialty Requirements Coordinator, DCNO (Manpower, Personnel and Training). In accordance with OPNAVINST 1000.16E their specific responsibilities are as follows: [Ref. 15: pp. 4-5]

(1) Develop policy for officer subspecialty management.

(2) Manage and coordinate subspecialty manpower requirements.

(3) Receive requests for authorization of subspecialty billet requirements and conduct liaisons with the primary consultants and designator advisors in validating the requests as requirements.

(4) Determine the Navy's present and future subspecialty requirements.

(5) Maintain, in a current status, the Navy's subspecialty classification system.

(6) Approve subspecialty billet criteria.

(7) Promulgate subspecialty billet listings and change reports to the primary consultants monthly.

(8) Convene biennially the Subspecialty Requirements Board.

Most of the responsibilities cited relate directly to the workings and results of the Subspecialty Requirements Board as well as day to day management. Item (3) refers to one of two methods for changing, adding, or deleting billet requirements; that of submitting the Subspecialty Billet Request. This request is submitted via the chain of command to OP-114 by commanding officers, Fleet and Type commanders, subspecialty consultants and sponsors, or manpower claimants, in accordance with the guidelines set forth in OPNAVINST 1000.16E. Figure 3.2 is a copy of an actual Subspecialty Billet Request which requested a change in subspecialty codes from 5082Q to 5076Q. In this particular case, this request was for the purpose of identifying billets for the new Space Systems subspecialty community. The need to submit a

SUBSPECIALTY BILLET REQUEST

Date: January 82

1. Activity Title: NAVCOMMSTA Stockton CA

2. Activity 10-digit Code: 2473-0780-00

3. Billet Sequence Code: 00200

4. Billet Designator and Rank: 1000G

5. Billet Title: CO Shore Acty

6. Subspecialty Code Requested: 5076Q

7. Subspecialty Code Presently Assigned: 5082Q
(from latest ODCR)

8. Work Center Mission/Function Statement: Naval Communication Station: Manages, operates and maintains facilities, systems, equipments and devices necessary to provide telecommunications connectivity for the Dept of Navy and DCS as assigned. Operates and maintains Fleet SATCOM heavy earth terminals, through the NTCOC DET at Sunnyvale, provides liaison and coordination between the Navy and the Air Force Satellite Control Facility.

9. Work Center Subspecialty Requirements: (List other subspecialty coded billets in the work center by BSC and subspecialty code)

XO Shore 0300 5082F
COMM Plans & OPS 01300 5082P
Public Works OFF 03100 1101P
Comm OFF 01950 5082Q
TFC OFF 02150 0082S

10. Specific justification for subspecialty code requested: An officer with Master's level knowledge and proven experience in satellite communications is required to perform the constant interface and planning functions of this position. Officer must coordinate with JCS, CINCPAC, CINCPACFLT, CNO and the local NAVBASE commanders to provide contingency communications. The heavy emphasis on satellite/antijam communications justifies the knowledge and experience of the space subspecialist.

11. Subspecialty Code Compensation: (Required for new graduate education requirements) N/A

Figure 3.2 Subspecialty Billet Request

billet request may also stem from the commanding officer's annual required review of the Manpower Authorization (OPNAV Form 1000/2) and the most recent Officer Distribution Control Report (ODCR-NAVPERS 1301/5) for the command.

Figure 3.3 illustrates the process by which subspecialty billet requirements are identified, reviewed, approved and finally coded. As pictured, the billet requests are submitted via the chain of command to OP-114 who forwards it to the primary consultant, Director, Naval Communications Division (OP-941). The primary consultant's responsibility is to evaluate the requests, determine whether the request represents a requirement for valid utilization of a subspecialist and recommend approval or disapproval of the requests to OP-114. Within OP-941, the Plans and Programs section (OP-941C) is responsible for the processing of these requests. The primary consultant will also liaison with secondary consultants as required (i.e. liaison with Commander, Naval Security Group concerning a change with a Cryptology (1610) billet). In phone conversations with various activities, it was noted that a significant amount of informal dialog precedes a billet request and in most cases, the billet change requests represent formal confirmation and documentation of agreement already reached in the chain of command. Billet requests are disapproved in these cases for insufficient documentation usually concerning either the work-center mission statement or justification statements

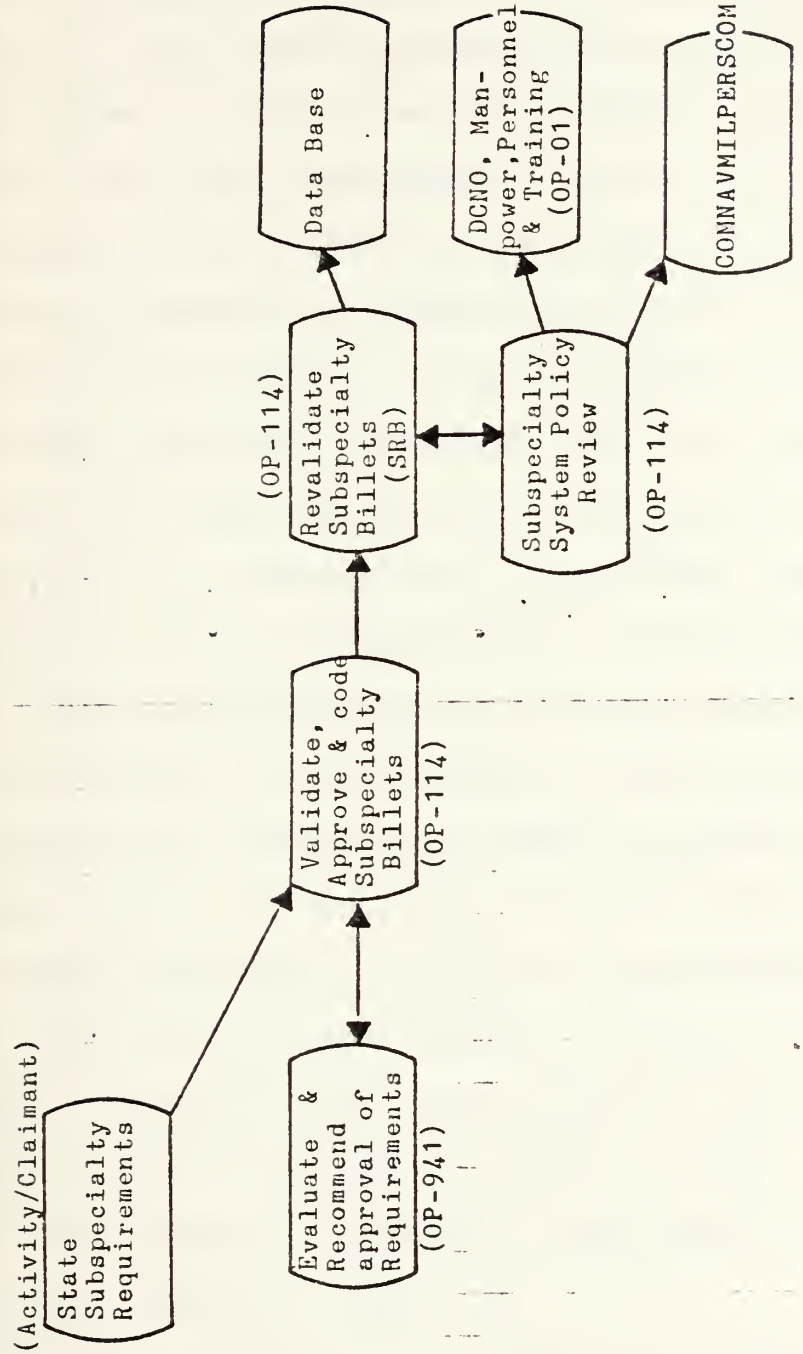


Figure 3.3 Subspecialty Billet Coding Process

or new requirements. Upon final approval, OP-114 then codes the applicable billets accordingly and enters the new information into the officer data base. There is no further validation at this point. Referring back to Figure 3.2, the review process resulted in the billet being cross-listed so that either code, 5082Q or 5076Q, could satisfy the billet requirements. [Ref. 16]

Figure 3.3 also shows the revalidation process involving the SRB or Subspecialty Requirements Board. This board is an administrative board convened biennially by OP-114. The next board convenes in May/June 1983. The background work is done by the SRB working group chaired by OP-114 and comprised of all subspecialty consultants, sponsors, and designator advisor representatives. In the communications area, representatives from the sponsors and consultants cited in Chapter II are members of this working group.

In executive session, the SRB is chaired by the Chief of Naval Material. The rest of the executive board membership consists of flag officer representatives from the Director, Navy Program Planning (OP-090); DCNO, Manpower, Personnel and Training (OP-01); Director of Command and Control (OP-094); Director, Naval Warfare (OP-095); and Director of Research, Development, Test and Evaluation (OP-098). [Ref. 15]

The primary action of the SRB is to conduct a zero-based review and revalidation of all subspecialty billets.

New billet request changes can be submitted during these deliberations for review, approval, and validation. The overall objective "is to produce a billet base which expresses valid requirements for officers with subspecialty education, training, or experience in the various technical and managerial skill fields, as identified in terms of disciplines, officer designators, and grades." [Ref. 15: pp. 4-9] Toward that objective, the work-center concept as discussed earlier is applied and reviewed. Billet requirements are reviewed as to the minimum education level essential for satisfactory performance. The minimum skill and experience levels are also reviewed and validated. Finally, any problem areas which require policy decisions or change are documented by the board and submitted with the subspecialty system policy review and recommendations by OP-114 to DCNO, Manpower, Personnel and Training (OP-01) and Commander, Naval Military Personnel Command.

B. COUNSELING, UTILIZATION AND TRACKING

Figure 3.1 shows NMPC-4 as the source for officer counseling in the subspecialty management system. The detailer is the unrestricted line officer's representative who is responsible to assess the officer's career development goals in the context of the needs of the Navy and the officer's professional needs. [Ref. 1: p. 1] Unless the detailer

is a communications subspecialist however, questions relating specifically to the communications subspecialties usually cannot be answered. In these cases, the detailer refers the line officer to NMPC-440.

NMPC-440 or the Professional Development Education and Subspecialty Management Branch is the only office officially tasked to "counsel officers on subspecialty careers" and "to provide subspecialty career information for use by commanders, personnel managers, executives and individual officers." [Ref. 15: pp. 4-7] This office was formerly known as the Subspecialty Procedural Control Branch. In point of fact, however, this office is not staffed for detailed counseling on specific subspecialty questions. The counseling available is based on career fact sheets provided to NMPC-440 by the primary consultants. These fact sheets are sent to subspecialists by NMPC-440 upon request only. A copy of the fact sheets for Communications Engineering (XX81) and Communication Systems Technology (XX82) are provided as Appendix A. There is no requirement for periodic review of these fact sheets other than "as required." Telephone conversations with the Plans and Programs section (OP-941C22) indicate that the current fact sheets for communications will be revised prior to the next Subspecialty Requirements Board but that the basic format will be same. Changes will be made to update the educational

skill requirements and the points of contact listed at the end of the fact sheets. [Ref. 17]

There is another information source that NMPC-440 will refer inquiries to concerning communications. The Assistant for Manpower Training and Reserves (OP-094E) under the Director of Command and Control (OP-094) is also known as the Communications Subspecialty Manager. This officer has been tasked as the primary point of contact for command and control subspecialties by the primary sponsor (OP-094). The billet is currently filled by a Surface Warfare Officer (1117-TAR) who is not a subspecialist (billet does not require subspecialist in command and control) and spends approximately sixty percent of the time in the point of contact role maintaining continuous dialog with NMPC-440, detailers, and subspecialty consultants. [Ref. 18] This office does provide some counseling and guidance over the telephone but specific or technical questions relating to a particular subspecialty are referred to a contact with the appropriate consultant.

There are other sources of information and general counseling available to the Surface Warfare (1110) Officer subspecialist that have not been discussed. Traditionally, the experienced commanding officer afloat and ashore has had the responsibility of advising the junior officers in their career development. As mentioned earlier, designated proven subspecialists in communications are also a

source of information that can be "tapped" so to speak by the Surface Warfare Officer for guidance. NMPC-440 however, is officially tasked as the source of information and counseling for subspecialists. This is the manager of the Navy's inventory of subspecialists, responsible for continual monitoring of subspecialist utilization. This office is in the position of knowing what the needs of service are and how those needs relate to career development of officers. The weak link is the career fact sheet serving as the basis for counseling and answering questions with regard to the specific subspecialties. For the communications subspecialties, this is somewhat counterbalanced by the single point of contact role established with OP-094E.

With one exception, the utilization and tracking mechanism for the communications subspecialties (XX81/XX82) is the same as for all subspecialty communities. The focal point of this portion of subspecialty management is the Professional Development Education and Subspecialty Management Branch (NMPC-440). NMPC-440's responsibilities as to the assignment and utilization of officer subspecialists are outlined in The Manual of Navy Total Force Manpower Policies and Procedures (OPNAVINST 1000.16E) and are as follows: [Ref. 15: pp. 4-7]

(1) Review subspecialty assignment procedures of officer distribution divisions to ensure optimal utilization of officer assets.

(2) Establish subspecialty assignment procedures which enhance the professional development of the various officer communities.

(3) Monitor the assignment of all subspecialists.

(4) Maintain utilization statistics on subspecialists.

(5) Bimonthly, report to DCNO (Manpower, Personnel and Training) on subspecialist utilization.

(6) Act as final authority on waivers permitting utilization of officer subspecialists in other than subspecialty billets.

(7) Report to DCNO (Manpower, Personnel and Training) when a commander requests a subspecialist fill of an uncoded billet requirement.

The key to utilization studies is in the assignment of the subspecialty utilization code when an officer's orders are processed. Prior to 1 November 1982, the detailers assigned this code when the officer assignment document (OAD) was drafted. The subspecialty utilization codes are listed below as Table III.

TABLE III

Subspecialty Utilization Codes Defined [Ref. 14: II-18]

Code	Definition
*	Code requires research.
A	Operational tour required to maintain progression in warfare specialty.
B	Educational assignment (service school, graduate school training, etc.
C	Separation pending.
D	Officer's graduate education field matches billet requirement.
E	Officer's graduate education field closely related to billet requirement.
G	Related assignment utilizing officer's subspecialty in subspecialty billet not requiring graduate education.

H Related assignment utilizing officer's subspecialty in a non-subspecialty billet.

J Officer has more than one subspecialty code and higher priority exists for utilization of the secondary code.

K Billet is not a subspecialty coded billet but is considered a higher priority requirement.

L Non-utilization.

M Officer without graduate education will be utilizing subspecialty.

The procedures changed when it was determined that the detailing branch did not have the expertise to correctly assign the proper utilization codes. As of 1 November 1982, all officer assignment documents (OAD) are routed through NMPC-440 for assignment of utilization codes. The procedure for subspecialist waiver forms also changed at this time. Heretofore, waiver forms were generated only when a subspecialist was being considered for assignment to duties in an area outside of his subspecialty. Waiver forms are now filed on all officers with subspecialty codes when order assignment documents are processed whether or not the officer is going to a utilization tour. With the exception of the command and control subspecialties (which includes communications), the final authority for granting waivers requesting non-utilization tours rests with NMPC-440. If the officer is going to an operational billet building on his warfare expertise, the waiver is generally approved. It is recognized that although the Navy wants to utilize the officer with the graduate education or the experienced sub-specialist, that officer also has a career pattern to

follow involving sea-shore rotation, leadership jobs, and operational currency. [Ref. 11] Research did not show if the career was the important variable or the need for a given expertise in an operational billet. Figure 3.4 differs from Figure 3.1 in that it shows the utilization and tracking as it currently operates. For the communications subspecialist, the waiver form goes via NMPC-440 to OP-094 for approval. In a seminar at Naval Postgraduate School on 3 March 1983, VADM Nagler (OP-094) stated that this recent procedure change had been agreed to by the DCNO (Manpower, Personnel and Training, OP-01) and was his action as primary sponsor to increase the utilization of subspecialists in command and control. These waiver requests are screened on a case by case basis by OP-094E and then returned to NMPC-440 recommending approval or disapproval.

Returning to Figure 3.4 NMPC-440 assigns utilization codes on all officer assignment documents and files a copy of the waiver forms for documentation and follow-on analysis. Although tasked to maintain continual utilization statistics and report to DCNO on subspecialty utilization, research found that both were not being accomplished. DCNO reports are not being generated and utilization statistics are compiled on request only. [Ref. 10] As of the date of this research, no request for these statistics had been requested for over six months. Weekly reports are

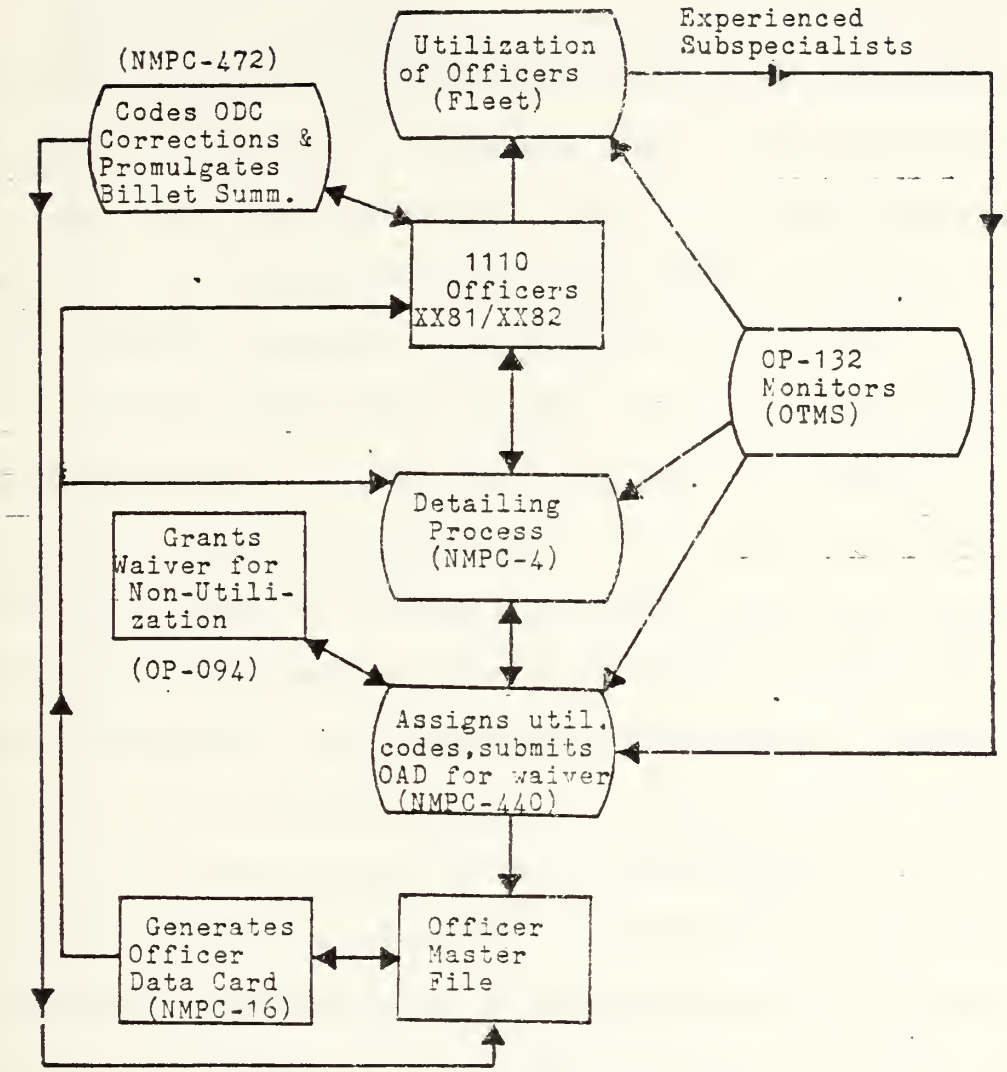


Figure 3.4 Subspecialist Utilization and Tracking

generated internally (to NMPC-4) which report on those unrestricted line officer subspecialists who are not going to sea and are proposed to go to a non-utilization tour. [Ref. 11] No reason is cited for not compiling utilization statistics in accordance with written policy other than that prior to 1 November 1982, the utilization data is not considered accurate. [Ref. 11] The Officer Professional Development Section (OP-132E4), however, does utilization studies to assess the "health and welfare" of the subspecialties [Ref. 19] citing the fact that although the data base has inaccuracies, dominant trends can still be identified.

Referring back to Figure 3.4, after the officer assignment document has been reviewed by OP-094E and NMPC-440 and the utilization code assigned, the detailing process continues with the actual assignment of the Surface Warfare Officer to his tour of duty. The diagram shows a loop-back where the officer after his utilization tour becomes an experienced subspecialist in the subspecialty inventory that NMPC-440 manages. The generation of the Officer Data Card by NMPC-16 (Officer Services) to the officer and detailer is also noted on the diagram to point out that the officer has the opportunity via this process to verify that certain accomplishments, utilization tours, and qualifications have in fact been officially recorded in the Officer Master File (OMF) and to note corrections that need to be

made for accuracy in the officer's record that will be reviewed for promotion and subspecialty selection. Corrections to the Officer Data Cards are processed via NMPC-472, the same branch discussed earlier that promulgates the Officer Billet Summary. OP-132 (Military Personnel Programs Branch) is also depicted in Figure 3.4 in a monitoring role to insure that policies created under the Operational Technical Managerial System (OTMS) noted in Chapter I are in fact being followed by NMPC-4, NMPC-440, and the fleet. In that regard, this office manages and supports 21 different designator communities (i.e. 1110, 1610, etc.) utilizing career progression statistics, accession models/ plans, community strengths and attrition data. Reporting to OP-132 but not depicted in Figure 3.4 is the Officer Professional Development Section (OP-132E4) who is responsible for analysis (as previously noted) and monitoring of subspecialty communities. [Ref. 20] This office also prepares the OTMS brief for the Subspecialty Selection Board as to the health and welfare of the particular subspecialties under review, in terms of accession into the program, utilization, and promotion trends. [Ref. 19] This brief is a philosophical approach with some supporting data as opposed to a total analytical presentation. [Ref. 19]

Currently, OP-132E4 has been tasked to do a study analyzing the feasibility or desirability [Ref. 20] of

specialization within a subspecialty field. The study evolves around a situation where a requirement exists for increased expertise in a subspecialty area. One of the questions to be addressed is: Can a Surface Warfare Officer have a viable career if ordered ashore at a certain career point and kept ashore in the applicable subspecialty? The procedure, given the necessary requirement for a certain number of officers and specified rank structure, would involve taking a percentage of officers with that subspecialty code and giving them a career ashore with some expected career promotion opportunities. The impact on the parent designator community (in this example, the Surface Warfare community) will also have to be assessed. Another impact to be studied is the reluctance of unrestricted line officers with certain career milestones and promotion in sight, to leave the community to go ashore permanently.

C. SUBSPECIALTY SELECTION

Figure 3.5 was extracted from the base reference diagram to illustrate the subspecialty selection process as it is currently set up. There are two methods by which an officer can be assigned a communications subspecialty code: administratively and by formal board action. Administrative assignment of subspecialty suffix codes (other than proven subspecialist codes) is the responsibility of the

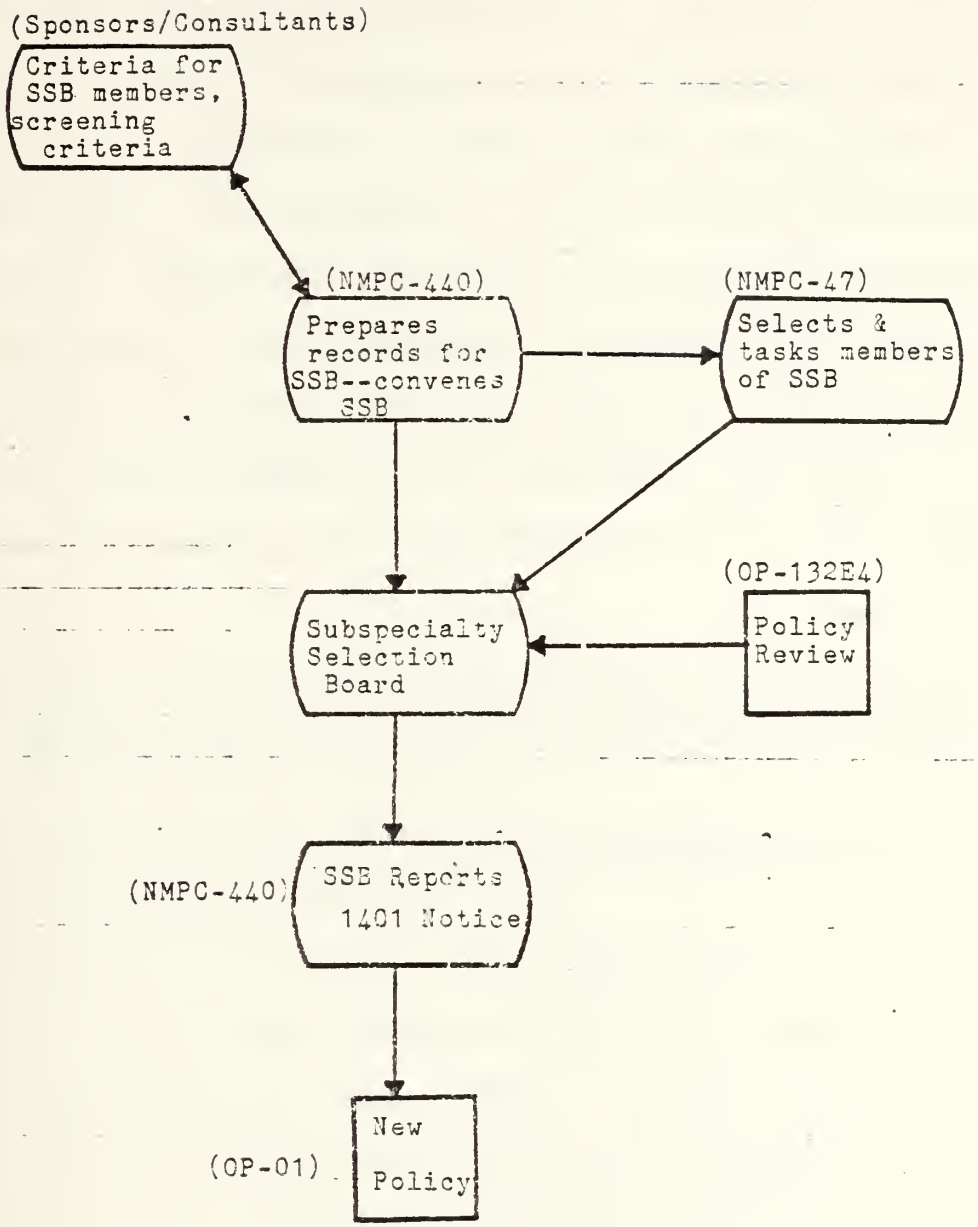


Figure 3.5 Subspecialty Selection Process

Professional Development Education and Subspecialty Management Branch (NMPC-440) with guidance criteria from the subspecialty sponsors and consultants. [Ref. 11] This coding can occur in the processing of orders (discussed earlier) when an officer's record matches the criteria for a certain code. For example, a Surface Warfare Officer finishing a communications officer tour afloat tour on a destroyer could be administratively assigned the code 0082S indicating completion of a significant experience tour relating to Communications Systems Technology. Other administrative code assignments include such situations as:

(1) Letters from a command citing an officer's significant experience in a certain area at which time NMPC-440 pulls the record and verifies the experience before assigning the code.

(2) Transcripts sent in verifying advanced education (i.e. master's level) in a field related to the applicable subspecialty code.

Any administrative assignment of codes is reviewed and revalidated in the formal deliberations of the applicable Subspecialty Selection Board (SSB). Formal assignment of subspecialty codes is accomplished by the Subspecialty Selection Board. There is more than one Subspecialty Selection Board with each one relating to a particular functional field. The communications subspecialty community falls under the review of the Command and Control Subspecialty Selection Board which convenes biennially in the

August time frame. The next board will convene in August 1984. The purpose of the board is to select unrestricted line officers in the ranks of Lieutenant Commander, Commander, and Captain for designation as subspecialists in the Command and Control educational skill areas in accordance with the provisions of the Manual of Navy Total Force Manpower Policies and Procedures (OPNAVINST 1000.16E) and the Manual of Navy Officer Manpower and Personnel Classifications (NAVPERS 15839E). NMPC-440 convenes all Subspecialty Selection Boards with a formal letter of instruction called a "precept." [Ref. 11] A copy of the format used for the last Command and Control Subspecialty Selection Board which convened 23 August 1982 is provided as Appendix D and will be discussed later.

The subspecialty selection process starts a few months before the convening date with NMPC-440 pulling the officer records from the master file for board review and action. The records of those officers already coded are pulled as well as uncoded officers who have served in a coded billet for over one year. The latter officer records are pre-screened by NMPC-440 eliminating those records reflecting applicable tour completion more than five years prior to the board (recency of tour criteria). In addition, the primary sponsors are asked to provide a list of Navy Officer Classification (NOBC) codes and Additional Qualification Designator (AQD) codes that the sponsor is

interested in screening for subspecialty selection. In the communications group for example, the applicable NOBC codes run from 9500 to 9599. NMPC-440 pulls all officers records with the requested NOBC and AQD codes and pre-screens those files, again eliminating any officer who did not earn that code within the last five years. [Ref. 11] While the records are being prepared, the mechanics for actual convening of the board are set into motion. NMPC-440 queries the appropriate sponsors for desired criteria for board membership such as desired proven subspecialist representation in a certain area or desired warfare designators represented. Board members are almost without exception all proven subspecialists in the applicable area. [Ref. 11] The criteria is then passed to the Assistant for Board Membership (NMPC-47), who selects and officially tasks the appropriate number of flag officers and Captains for board membership. An effort is made to select officers from the Washington, D.C. area [Ref. 21] to conserve travel funds but more importantly, it attempts to avoid pulling a senior officer away from an operational tour to serve as a board member for a lengthy period of time. In the case of the last Command and Control Subspecialty Selection Board, this procedure for selecting board membership was not followed (as illustrated by Figure 3.6). As stated by VADM Nagler (Director of Command and Control, OP-094) and later confirmed [Ref. 18], courtesy was extended to OP-094 to

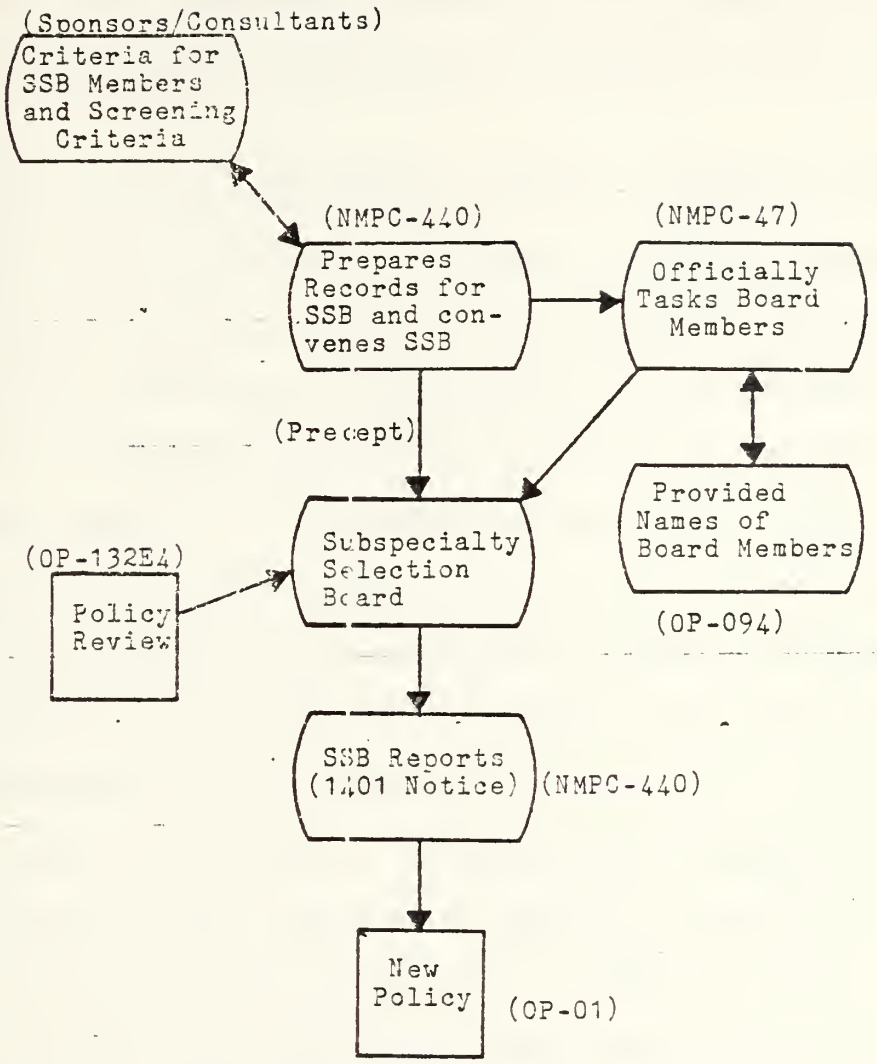


Figure 3.6 Subspecialty Selection Process for Command and Control Subspecialties

provide the actual names of officers to serve as board members. Officers were selected who were aware of OP-094's policy [Ref. 18] regarding subspecialty designation (and downgrading) and their names given to NMPC-47 for official tasking.

As noted earlier, OPNAVINST 1000.16E, NAVPERS 15839E, and the NMPC-440 letter of instruction (precept) constitute the references and guidelines for the board's deliberations. The board also hears the OP-132 policy brief (already noted) concerning the Operational Technical Managerial System (OTMS) with regard to the subspecialties under review. The board's deliberations involve two more functions in addition to selection and designation. They are responsible for assigning or removing the functional field code (50XX) and downgrading officer subspecialty codes (i.e. from a proven Q-code to a P-code). Communications subspecialist officers who have had recent and relevant experience are assigned the functional field code of "50XX." Those officers who have not maintained their experience current within the criteria of recency and relevancy will have this field deleted (changed to "00XX") by board action. Recency is defined as within 5 years but the criteria of relevancy as noted in previous discussions is a subjective evaluation based on the overall expertise and experience of the board membership. The criteria as it relates to subspecialty

designation is included in the letter of instructions to the board (Appendix D) and is summarized as follows:

(1) Recency of tours

(2) Relevance of education and/or experience

(3) Superior performance in the Command and Control educational skills areas

(4) Leadership potential

(5) Relevant graduate education and one significant tour for designation as Q-code proven subspecialist

(6) Minimum of two significant tours for designation as R-code proven subspecialist.

The last two criteria relate directly to designation as a proven subspecialist.

With one exception, none of the references including the letter of instructions to the board identify the function of or state the criteria for downgrading but it is in fact an action of the board that has been exercised. [Refs. 11, 18, 19, 21] Recency and relevancy has been cited [Ref. 11] as one criteria and is identified with regard to S-coding only in the letter of instruction to the board. VADM Nagler (OP-094) stated in the previously noted seminar that performance and promotability were the criteria with emphasis on performance. If an officer was not performing and maintaining currency both in the warfare and subspecialty areas, then downgrading was appropriate in order to maintain the high professional quality in the community. One observer of the recent Command and Control board stated however, that

the criteria was promotability only. If a proven subspecialist was determined by the board to be no longer competitive within his warfare community and therefore not promotable beyond the present rank, that officer was downgraded to a lower code. This particular observer would not agree to be identified as a reference in support of this observation but did provide two examples of proven subspecialist officers who failed select for promotion to Captain on the first screen and were subsequently downgraded in the subsequent Command and Control Subspecialty Selection Board from Q code to P code. This author found those officers in the data base used for analysis in Chapter IV. Performance trends (i.e. fitness reports) were not available but both officers met the criteria of recency and relevancy and had significant subspecialty experience. Both officers also had completed a command at sea tour as a Lieutenant Commander. Further investigation revealed that both officers had failed to screen for promotion to Captain prior to the deliberations of the Subspecialty Selection Board. This author notes that two officers' records do not serve to substantiate a trend in the board's deliberations. Also, the effect of that downgrading cannot be objectively assessed as to the impact it will have the next time these officers are screened for promotion to Captain with records reflecting downgrading from proven subspecialists. Without substantial evidence or documentation, the only statement

that can be made is that downgrading is the result of a subjective judgement based on the overall experience of the board members.

Referring to the letter of instruction, there is further guidance to the board with regard to such factors as obesity, training commands, equal opportunity, and alcohol abuse. Upon completion of their deliberations, the Subspecialty Selection Board submits their report to NMPC-440. The list of proven subspecialists that have been designated are promulgated in the Naval Military Personnel Command (NAVMILPERSCOM) Notice 1401. The other codes are not promulgated but will appear on subsequent Officer Data Cards. Additions or deletions of functional field codes and subspecialty code designators (including the proven codes) are entered into the applicable officer's record and the Officer Master File (OMF). Comments or policy recommendations are included in the board's report and are forwarded to DCNO (Manpower, Personnel and Training, OP-01) for review and policy change as appropriate.

IV. ANALYSIS AND FINDINGS

A. GENERAL

The basic approach of this study was to analyze the career paths and information concerning Surface Warfare Officers currently assigned a communications subspecialty code with relation to factors such as graduate education, utilization, career paths and trends leading to designation as a proven subspecialist. The study was further expanded to include a review of the current billet structure in communications as related to the Surface Warfare Officer subspecialist.

Data for this analysis was obtained from the Officer Master File (OMF) made available through the Officer Professional Development Section (OP-132E4) Washington, D.C. The OMF reflected data current through 21 December 1982, allowing time for entry of data resulting from the most recent Subspecialty Selection Board which reported out in October 1982. As the data was in Officer Data Card (ODC) format, extensive use was made of the Manual of Navy Officer Manpower and Personnel Classifications (NAVPERS 15839E), Volumes I and II, in order to interpret this data. There were some limitations to the data. The ODC format provides only the last seven permanent duty assignments of the officer. For the more senior officers (prior

to year group 62), this meant that the records did not cover the complete career history of those applicable officers. Even with incomplete history assignments, certain data could still be extracted such as promotion history and sea-shore rotation trends (given past 7 assignments or 14 to 21 years service).

Additional sources were used to amplify the OMF analysis. The Subspecialty Requirements Coordinator (OP-114) and the Career Development Training Branch (COMNAVTELCOM Code 132) provided a listing of all communications officer billets (current as of December 1982) and billet change requests proposed for the Subspecialty Requirements Board (SRB) to convene late 1983. Naval Military Personnel Command (NAVMILPERSCOM) Notice 1401, dated 15 October 1982, listing officers selected as proven subspecialists was used to identify specific records for trend analysis.

B. DESCRIPTION OF DATA BASE

As of December 1982, there were 298 Surface Warfare Officers with a communications subspecialty code, either Communications Engineering (XX81) or Communications Systems (XX82), ranging in rank from LTJG (O-2) to VADM (O-8). Included in this base are 5 active duty reserve officers (1115) and 11 TAR officers (1117). The number strengths in the different suffix codes are shown in Table IV.

TABLE IV

Breakdown of XX81/XX82 Subspecialties as to Suffix Codes.

XX81		XX82	
P -	20 (20)	P -	44 (44)
*Q -	18 (18)	*Q -	57 (57)
S -	2	S -	78 (15)
*F -	2 (1)	*R -	38 (12)
G -	4	*F -	9 (7)
T -	3	G -	14 (5)
D -	1 (1)	T -	6
*M -	1 (1)	N -	1 (1)
Total	51 (41)	Total	247 (141)

The numbers in parenthesis are the number of officers in that particular code who have master's degree level of education either from a Navy funded program or another source. Sixty one (61%) percent or 182 officers in the community have a master's degree; however the degrees of 32 officers are not communications related.

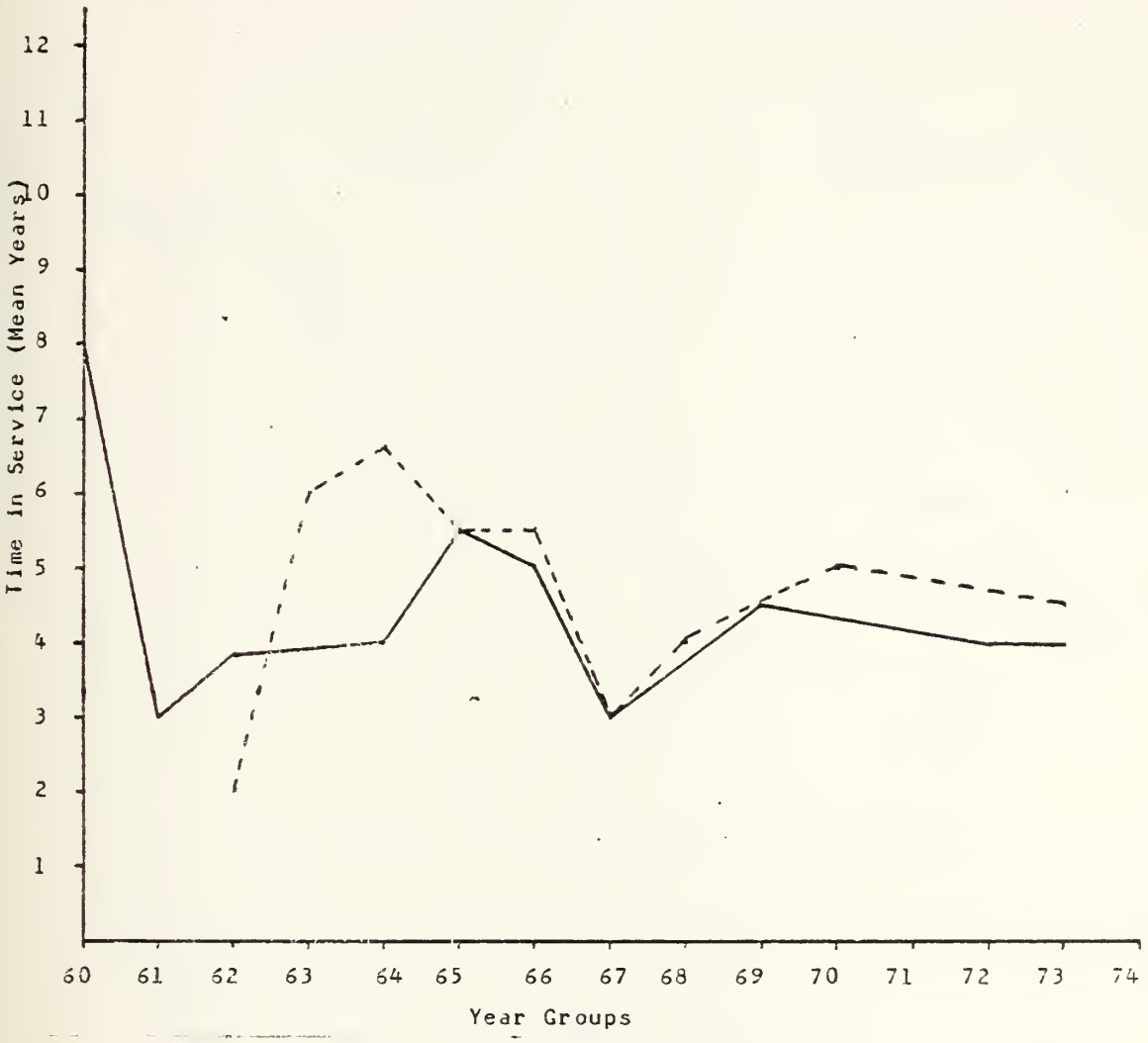
The asterisks next to the subspecialty suffix code indicates proven subspecialists code. As the data shows, 21 officers or 41% of the Communications Engineering subspecialty (XX81) are proven subspecialists. Forty one (41%) percent or 102 officers are proven subspecialists in Communications Systems (XX82). The matched percentages are pure coincidence as NMPC-440 has confirmed there are no quota limits on the number or percentages of proven subspecialists selected.

C. GRADUATE SCHOOL ENTRY POINT AND FIRST UTILIZATION TOUR

As noted in the Unrestricted Line Officer Guidebook, there are two time frames for entry into the Navy funded

graduate program (Naval Postgraduate School); one at the 3 to 3½ year point after commissioning and the other at the 9-10 year point. DOD requirements also state that utilization will take place immediately following funded graduate work but not later than the second tour following completion of degree requirements.

With these requirements in mind, the Surface Warfare Officer subspecialists who had been assigned to the Naval Postgraduate School were examined as to time in commissioned service at entry point to graduate work. Figures 4.1, 4.2 and 4.3 show the trends for year groups 60 through 74. 1960 was the first year group of complete records where entry dates to graduate school could definitely be determined. The end point of year group 1974 was the last year group coded P in the data base of subspecialists. Figures 4.1 and 4.2 show an overall downward trend which levels off from about 1970 on. The spike in year group 70 in Figure 4.2 is the exception to the trend but that point represents only one officer in that year group with that code and therefore was disregarded in the actual numerical analysis. Figure 4.3 takes the data from both subspecialties into account and the downward trend in time in service at entry point becomes more definitive. The last four year groups (71-74) in fact level off to a mean time in service at entry of 4.1 years, with a standard deviation of .99 (1 year), and a variance of .99 (1 year). Interpreting this



----XX81P

——XX81Q

Figure 4.1 Mean Time in Service at Entry Point to Naval Postgraduate School (Surface Warfare Officers with XX81P/XX81Q Code)

----XX82P

——XX82Q

Figure 4.2 Mean Time in Service at Entry Point to Naval Postgraduate School (Surface Warfare Officers with XX82P/XX82Q Code)

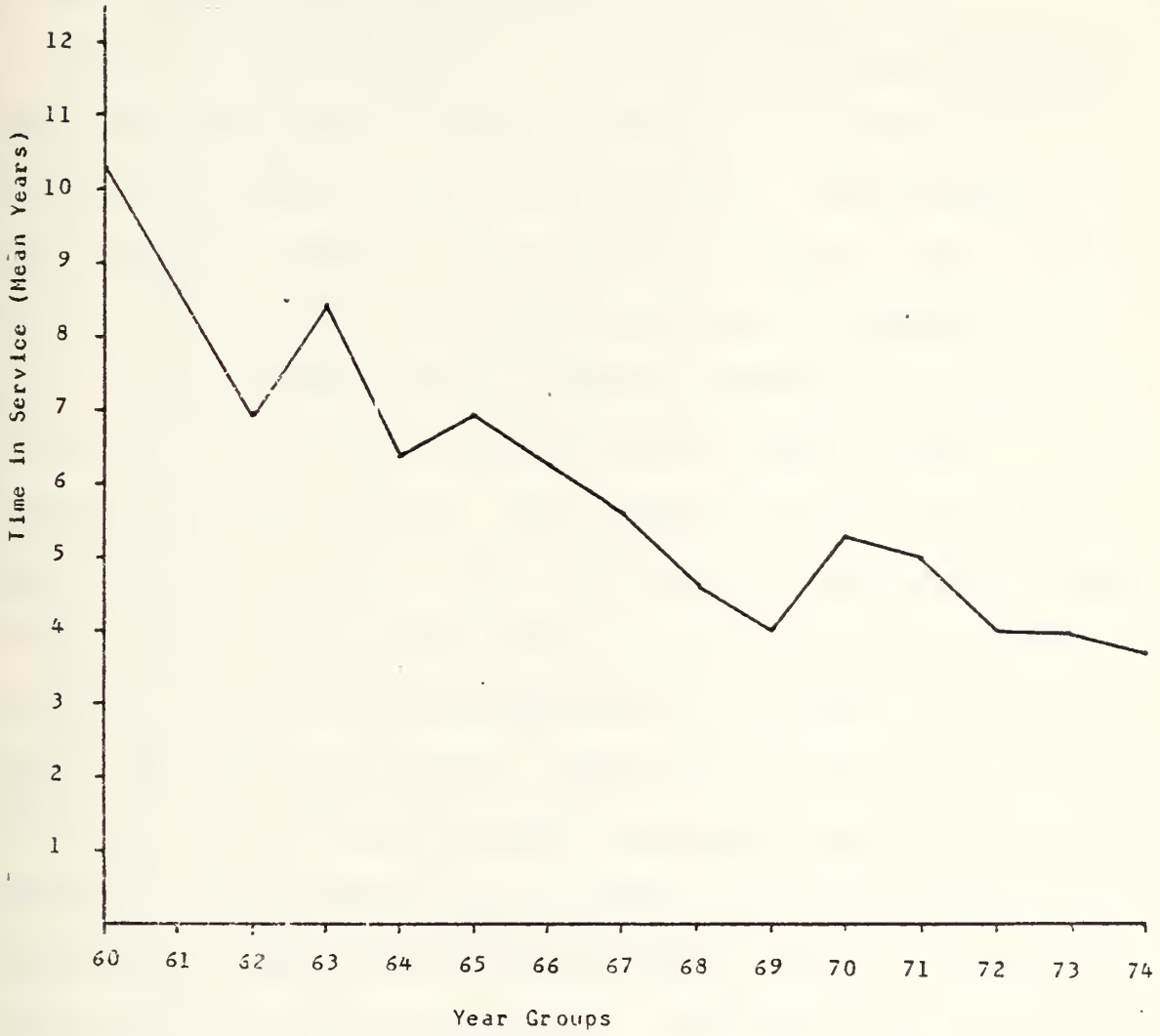


Figure 4.3 Mean Time in Service at Entry Point to Naval Postgraduate School (Surface Warfare Officers with XX81P/XX81Q/XX82P/XX82Q Codes)

to mean that 68.27% of the sample fell with 3 to 5 years time in service, the data appears to support the guidelines in the Unrestricted Line Officer Guidebook.

Figures 4.4 through 4.6 illustrate the trends found in analyzing the time to first utilization. As shown, year groups 63 through 66 stand out as having a significantly lower mean time before the initial utilization tour. This trend is due to the increased percentage of immediate "pay back" or utilization tours following graduation. Fifty seven (57) percent of officers in year group 63 had immediate pay back tours. Year group 64 experienced 78% immediate utilization. This author has no definitive answer for this fact. Tying this fact to the mean time in service at first utilization indicates that the period in question was in the 1970-1975 period. Articles written during that time after the Vietnam drawdown indicate a shortage of communications personnel but no official documentation was found during this research as to direct policy on immediate utilization to justify this fact. Aside from this, the data for the last five years supports the fact that the first utilization tour takes place within 3½ years after graduation from Naval Postgraduate School.

D. NUMBER OF UTILIZATION TOURS AT PROMOTION POINTS

The same population used in section C (XX81P/XX82Q/XX82P/XX82Q) was analyzed as to the number of utilization

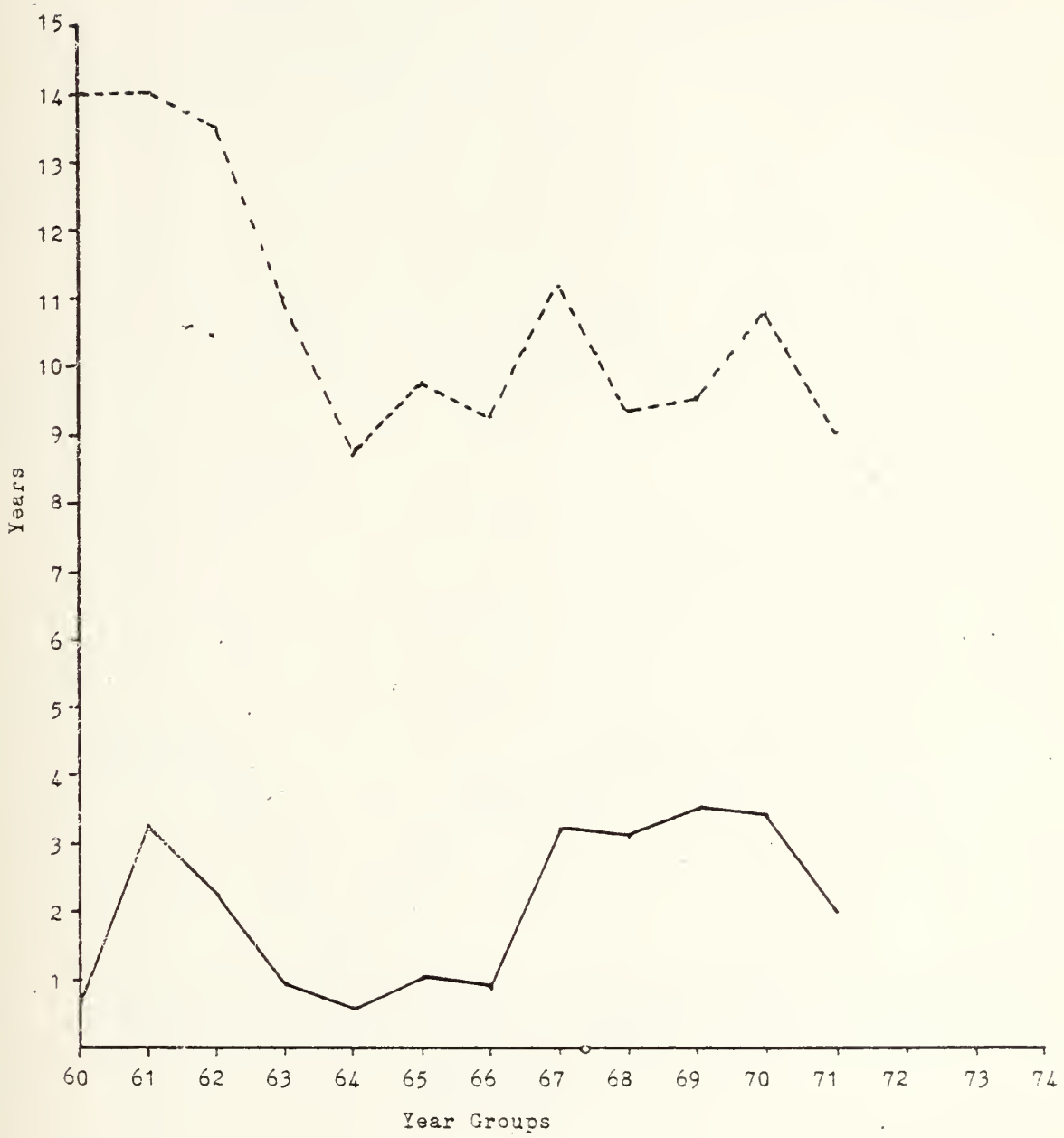


Figure 4.4 Mean Years from Naval Postgraduate School to First Utilization Tour (solid line) and Mean Time in Service at that point (dotted line) XX82P/XX82Q

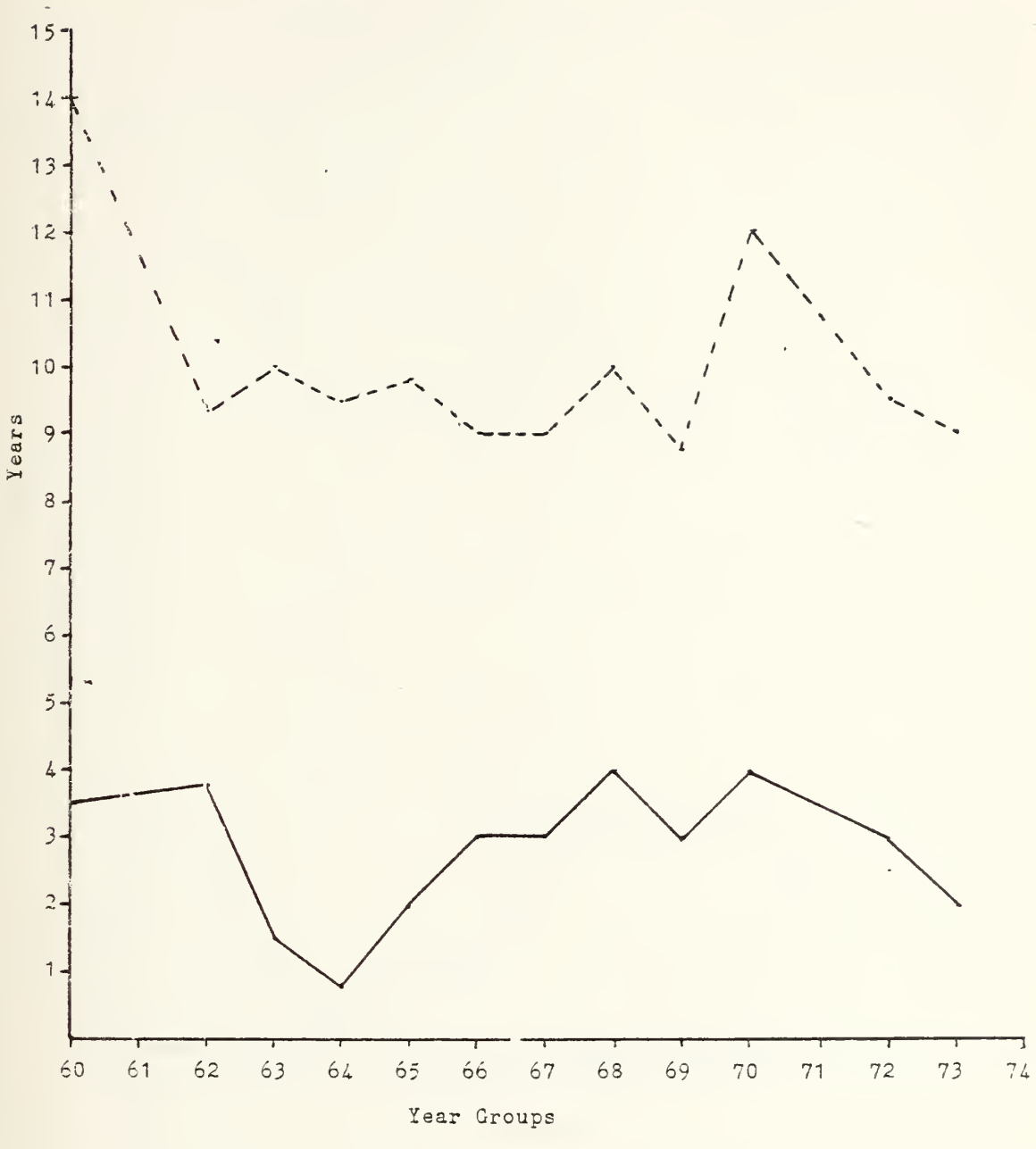


Figure 4.5 Mean Years from Naval Postgraduate School to First Utilization Tour (solid line) and Mean Time in Service at that point (dotted line) XX81P/XX81Q

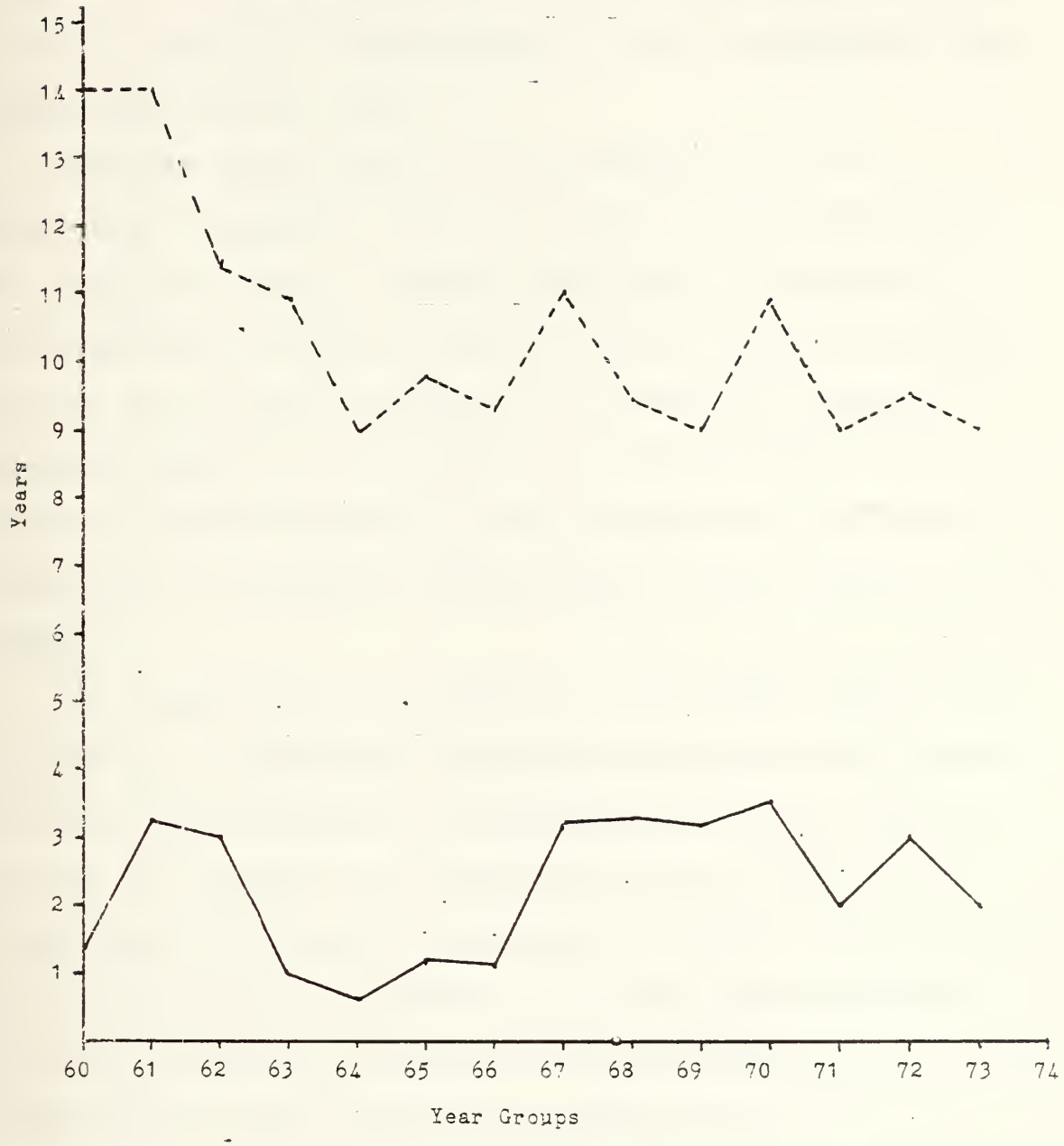


Figure 4.6 Mean Years from Naval Postgraduate School to First Utilization Tour (solid Line) and Mean Time in Service at that point (dotted line) XX81P/XX81Q/XX82P/XX82Q

tours at the promotion point to LCDR and CDR. Promotion dates were extracted from block 36 of the OMF data and related to the chronological history of assignments as found in block 81. The population sample encompassed year groups 1964 through 1970.

Analysis showed that at the promotion point to Lieutenant Commander, only 5.9 percent of the population had completed one utilization tour prior to promotion. An additional 3.7 percent were in their first utilization tour at the point of promotion to Lieutenant Commander. The development path as cited in the Unrestricted Line Officer Guidebook shows the first utilization tour after promotion to Lieutenant Commander and the data supports that trend.

As a comparison, the records of the XX82R (proven subspecialist by experience) subspecialty group were reviewed. As noted in the section on Subspecialty Selection Boards, one of the criteria for designation as an R code is two significant tours in the subspecialty. Using the same year groups constraints as before (i.e. year groups 1960-1974), analysis showed that 61 percent of the XX82R population had completed at least one tour in communications prior to promotion to Lieutenant Commander. The overall trend indicates that the communication tours were in the same time frame in which the P and Q coded officers were toured

at Naval Postgraduate School. The mean number of tours at promotion to Lieutenant Commander for this code was 1.04 tours.

Year groups 1960 through 1968 were the focus of analysis of utilization tours at promotion point to Commander. Prior to year group 1960, the chronological history was incomplete, being limited to the last seven permanent duty assignments in the OMF data. There were no promotions to Commander beyond year group 68 in the population. At this point in the analysis, it was necessary to review the P and Q coded officers separately. Among the Q coded officers 55 out of 62 (88.7 percent) had completed at least one utilization tour at the Commander promotion point. Additionally, 38.7 percent had completed two tours at time of promotion and 9.6 percent had three or more tours at the same point. The average number of tours at the promotion point to Commander for Q coded 1110 officers was calculated out to 1.54 tours. Again using the typical career path in the Guidebook as a comparison, the data supports the designed path. As Figure 2.1 shows (depending on career options at the 13 year mark in service), the Surface Warfare Officer is shown as being approximately halfway through a second subspecialty utilization tour (or 1.50 tours) at the promotion point to Commander.

Using P-coded 1110 officers (XX81/82) as a comparison, 56.5 percent had not stated or completed a utilization tour

at promotion to CDR. Forty-three point five percent had completed at least one tour and 26.1% had completed at least 2 tours. Further calculations show the mean number of tours at the promotion point to CDR as .826 tours (1.006 standard deviation). There is a significant difference particularly in the comparison of percentages for completing at least one tour (88.7% for Q codes as opposed to 43.5% for P codes). This will be investigated again in the section relating to trends in subspecialty selection.

Using XX82R coded 1110 officers as a comparison, 100% of these (17) officers had at least one tour completed, 65% (11 of 17) had at least two tours completed, and 63.6% had at least three tours completed at promotion point to CDR. The mean number of tours at this point for the R coded officers was 2.14 (standard deviation). This shows one additional tour from the promotion point at LCDR to the promotion point of CDR.

As stated in the earlier part of this chapter, there were limitations on the data base in that the assignment history was limited to the last seven permanent duty stations. Therefore an analysis of the total number of tours at the promotion point to CAPT could not be done with any accuracy. This group included year groups 52-61. A review could be done however, of the number of communications (utilization) tours from the promotion point to CDR to the

promotion point of CAPT. Year groups 54 through 61 were examined with the promotion points occuring in the time period 1968-1982. Of the 31 officer records examined, one CAPT (O-6) coded XX82P has yet to serve a utilization tour and is in fact the only officer of that rank not serving an associated tour with that code. All other officers coded XX82P are O-5 (CDR) and below. Taking the codes XX81P/XX81Q/XX82Q into account, the mean number of tours from promotion point of CDR to CAPT is 1.57 tours. As stated, all except one had at least one tour, and 19.3 percent had at least two tours from CDR to CAPT. This is consistent with career guidance available (URL Guidebook).

The XX82R code had the largest group of Captains (O-6) totaling 16. One of those officers had had only one utilization tour (as a LCDR) prior to promotion to CAPT. The mean number of tours for this code was 1.87 tours. Multiple tours were more evident with 62.5 percent of the officers completing at least two utilization tours between the promotion points of CDR and CAPT.

E. TRENDS IN RELATION TO THE SUBSPECIALTY SELECTION BOARD

The Subspecialty Selection Board has been discussed earlier as to its duties, responsibilities, and criteria for selection and de-selection of subspecialists. Using NAVMILPERSCOM Notice 1401, the (ODC) records of those Commanders (O-5) designated proven subspecialists in

Communications Engineering and Communications Systems from the last board were segregated and reviewed. The rank of Commander (O-5) was selected because their records span 15-17 years of service therefore allowing certain career trends to be analyzed such as utilizations tours beyond the initial payback tour, executive officer (XO) afloat tours, command qualifications, and command at sea among others. Records were reviewed from the fourth year of service, as the first four years of Surface Warfare Officer careers are for the most part identical with the one milestone to be achieved of becoming Surface Warfare qualified. For comparison, another group of records was reviewed of Commanders who were reviewed by the Subspecialty Selection Board and not selected or de-selected as a proven subspecialist. The breakout of codes and the number of records reviewed are as follows:

	CODE	NUMBER OF OFFICERS
PROVEN SUBSPECIALISTS	5082Q	43
	5082R	12
	5082F	4
	5081Q	7
SUBSPECIALISTS	5082P	23
	5082G	4
	5082S	20
	5081G	3
	5081P	6

Before analyzing the records for particular trends, the criteria of recency of tours and the required number of significant tours was applied to the data group. In the Communications Systems-Proven Subspecialists group

(XX82Q/XX82R/XX82F), four records did not meet the criteria. Three of those officers had not completed a communications tour within five years (recency of tour defined as within five years as established by NMPC 440). The fourth officer (5082R) had served in only one communications tour in his career instead of the required two tours (criteria for R code). It should be noted that this officer was serving his second command at sea tour at the time of the selection. In addition to the four records noted, two other records should be noted even though they met the abbreviated criteria. One officer (5082Q) left active service in August 1982, the same month that the SSB convened. His record showed one utilization tour in the last ten years, completed four years prior to designation as a proven subspecialist. The other officer (5082Q) left active service in October 1982. Both officers left the service prior to the 20 year retirement point.

Applying the same criteria to the Communications Engineer-Proven Subspecialists (XX81Q), two of seven records did not meet the requirement of recency of tours. One officer had not completed a utilization tour within the last five years while the other officer had only completed one tour in his career, eight years prior to the board's deliberations. One further note is that the latter officer

had just finished a command at sea tour on a DDG prior to the board which will be a factor reviewed later in this analysis.

Obviously, criteria such as relevancy of experience, technical/managerial expertise, and leadership potential can be determined only from performance records (i.e. fitness reports) which were not available for review. Barring this, the records were analyzed to determine if any other trends were apparent that could or did lead to designation as a proven subspecialist. The population size of 66 proven subspecialists and the comparison group of 56 subspecialists was not large enough to show any commonality in career patterns with a tolerable sampling error past the fourth year of service. The attempted analysis in fact resulted in a listing of 122 individual and different career paths leading to the rank of Commander.

An analysis was shown earlier in this chapter concerning the increased utilization (mean number of tours) trends of Q and R coded officers at promotion point to CDR compared to P coded officers at the same promotion point. Since the actual promotion to CDR (O-5) can be more variable as to time in service than the promotion points of junior officers (LTJG, LT, and LCDR), calculations were done to show the mean time in service at promotion to CDR. Table V shows the results.

TABLE V

Mean Time in Service (TIS) at Promotion to CDR (O-5)

	CODE	MEAN TIS	STANDARD DEVIATION
PROVEN SUBSPECIALISTS	5082Q	14.924	.742
	5082R	15.159	.777
	5082F	14.937	.207
	5081Q	14.986	.505
SUBSPECIALISTS	5082P	15.039	.462
	5082G	15.184	.198
	5082S	15.102	.183
	5081G	14.944	.141
	5081P	15.026	.230

No significant figure stands out in Figure 4.8 to substantiate any different promotion rate among the codes listed as an indicator in the subspecialty selection process.

Certain milestones in a Surface Warfare officer's career are indicative of successful development such as executive officer (XO) afloat, completion of command qualifications, and ultimately command at sea. The records of the proven subspecialists and comparison group were reviewed as to the career milestones just noted. The executive officer afloat and command at sea tour was counted if the tour was completed or if the officer was serving that tour at the time of the board convening date. Completion of the command qualifications is recorded in block 72 of the Officer Data Card under Additional Qualification Designations. Table VI shows the tabulation of those milestones from the officer records reviewed.

TABLE VI

Tabulation of Surface Warfare Qualifications

CODE	NUMBER OF OFFICERS	XO TOUR	CO QUAL.	CO TOUR
5082Q	43	35 (81.4%)	30 (69.8%)	8 (18.6%)
5082P	23	16 (69.6%)	14 (60.9%)	9 (39.1%)
5082F	4	1 (25%)	0	0
5082G	4	4 (100%)	3 (75%)	3 (75%)
5082R	12	3 (25%)	3 (25%)	4 (33%)
5082S	20	12 (60%)	4 (20%)	0
5081Q	7	4 (57%)	4 (57%)	4 (57%)
5081P	6	4 (66%)	2 (33%)	0
5081G	3	2 (66%)	1 (33%)	0
TOTALS				
PROVEN SUBSPECIALISTS	66	43 (65.1%)	37 (56%)	16 (24.2%)
SUBSPECIALISTS	56	38 (67.9%)	24 (42.9%)	12 (21.4%)

As illustrated, no single trend is apparent from the analysis. The only difference that can be noted is in comparing 5082Q and 5082P. 5082Q experienced a higher percentage of executive officer tours yet 5082P shows a higher percentage in command at sea tours. Totaling up the qualifications as proven subspecialists and designated subspecialists at the bottom of Table VI, illustrates no appreciable difference in the qualification percentages which could be deduced to a factor in subspecialty selection.

Another factor to be considered is that subspecialists must maintain and further develop their expertise in their warfare designator (i.e. Surface Warfare), therefore periodic operational (sea) tours are a necessary part of

career development for the Surface Warfare officer. Tables VII and VIII show the results of calculations with regard to the data sample as to the mean number of operational sea tours completed prior to the convening date of the Subspecialty Selection Board. For ease in identification, asterisks denote proven subspecialist codes. Operational tours were counted starting with the fourth year of service for reasons cited earlier and ended with the convening date of the board. As those dates could come in the middle of a tour in progress, a tour completion factor of 12 months was used. In other words, if the officer had been in the tour 12 months, it was counted as a completed operational tour for this analysis.

TABLE VII

Mean number of Operational Tours Prior to Subspecialty Selection Board

CODES	OPERATIONAL/SEA TOURS	STANDARD DEVIATION
XX82P	3.43	.825
XX82Q*	3.29	.842
XX82S	2.55	.865
XX82R*	2.6	.80
XX82G	3.75	.433
XX82F*	3.0	.707
XX81P	2.5	.764
XX81Q*	2.86	.639
XX81G	3.0	.816

Table VII shows that the Communication Systems (1110) sub-specialists with graduate degrees (XX82P/XX82Q) meeting Navy standards and those with graduate grees below Navy standards (XX82F/XX82F) had more operational sea experience

than subspecialists with significant communications experience (XX82S/XX82R). There were no officers in the Communications Engineering Subspecialty coded for significant experience (R and S code) to be used as a comparison but notably the officers coded XX81P had less operational sea time than XX81Q and XX81G.

TABLE VIII

Mean Number of Operational Tours
Consolidated as to Communications
Engineering and Communications Systems
Subspecialty Codes (Proven and Designated)

CODES	OPERATIONAL/SEA TOURS	STANDARD DEVIATION
XX82P/S/G	3.085	.941
XX82Q/R/F *	3.155	.867
XX81Q *	2.857	.6388
XX81P/G	2.666	.816

The figure above consolidated the data into four groups for comparison: Designated Communications Systems Subspecialists (XX82P/S/G), Proven Communications Systems Subspecialists (XX82Q/R/F), Designated Communications Engineering Subspecialists (XX81P/G), and Proven Communications Engineering Subspecialists (XX81Q). Very little difference can be seen between the categories of proven versus designated within the particular subspecialties. Communications Systems subspecialists in general had slightly more operational sea experience than the Communications Engineering Subspecialists.

One final factor was reviewed with relation to trends and the subspecialty selection process. The location of officers at the time of the Subspecialty Selection Board is shown below in Table IX. As before, asterisks denote proven subspecialist codes. Three categories of location were established for this review: Utilizations tour, operational (sea) tour, and non-utilization tour. The utilization category was further broken down to Washington utilization tour, shore (other) utilization, and sea utilization tour. In the Communication Systems subspecialty group the proven subspecialties (XX82Q/R/F) had a higher overall percentage of officers serving utilization tours at board convening date. The percentage serving operational (sea) tours was also significantly higher. Of note is the fact that of those 19 officers serving operational tours, five were in command at sea billets and eight in executive officer afloat billets. Of the designated subspecialty codes (XX82P/S/G) in Communication systems, 4 of the 6 officers were serving in executive officer afloat tours. Another significant factor to note is that 40.4% of this group were serving in non-utilization tours during the board's deliberations. Clearly, one advantage to being selected as a proven subspecialist was to be serving either in a utilization tour or in an operational tour completing one of the Surface Warfare career milestones discussed earlier.

TABLE IX

Location of Officers at Convening Date of Subspecialty Selection Board (actual number in parenthesis)

Codes	Number of Officers	UTILIZATION TOURS				
		Washington	Shore	Sea	Operational	Non-Utilization
XX82P/S/G	47	(7) 14.9%	(14)29.8%	(1)2.1%	(6)12.8%	(19)40.4%
XX82Q/R/F *	57	(12) 21.1%	(14)24.6%	(5)8.8%	(19)33.3%	(7)12.2%
XX81Q*	7	(1) 14.3%	(2)28.6%	0	(3)42.8%	(1)14.3%
XX81 P/G	9	(1) 11.1%	(4)44.4%	0	(3)33.3%	(1)11.1%

The size of the Communications Engineering subspecialty group was not large enough to draw any concrete conclusions without a significant error factor. The numbers shown in Table IX show little difference as to location trends for analysis.

In summary, while there was no single factor noted as the key to selection as a proven subspecialist, there appears to be advantages as to:

- -serving in either an operational or utilization tour at the time the Subspecialty Selection Board convenes
- -serving in utilization tours on shore rotation
- -maintaining Surface Warfare expertise particularly with regard to qualifying and serving as commanding officers afloat.

It must be concluded that in the absence of any analytical trends in the data, actual performance (i.e. fitness reports) in the job as reviewed by the Subspecialty Selection Board carries considerable weight in the selection and de-selection process as has been stated by the primary sponsor (OP-094).

F. TRENDS RELATING TO XX82S CODED SURFACE WARFARE OFFICERS

At the time the OMF data was made available, there were only two officers (both O-3/LT) coded XX81S. Both had just completed the communications tour which resulted in S code designation, therefore no trends could be observed this early in their careers. The recency of tour criteria was applied to the XX82S codes in the ranks of CDR (O-5) and

LCDR (O-4). In the rank of CDR, 15 of 22 officers (68.2%) had completed a communications tour within five years. In the rank of LCDR, 25 of 41 officers (61 percent) had completed a communications tour within five years. An important point can be made with regard to those officer records not meeting the recency criteria. The majority of these officers had not completed a communications tour for up to ten years. The criteria for assignment of an S code is one significant tour in the subspecialty. For Surface Warfare officers, this is easily achieved in the first division officer tour as a communications officer afloat. No other significant trends were evident in the XX82S subspecialty group. The author's conclusion is simply that the criteria for assignment of this code should be completion of a significant communications tour within the last five years prior to the Subspecialty Selection Board convening. Any officer not meeting the recency of tour criteria should be considered for de-selection.

G. ASPECTS OF THE COMMUNICATIONS OFFICER BILLET STRUCTURE

A copy of the communications officer billet summary (dated 30 November 1982) is included as Appendix B. A similar billet summary which included the names, designators, and codes of the officers filling those billets was utilized to take a "snapshot" so to speak, of the P, Q, and R coded billets from the rank of LCDR (O-4) through CAPT (O-6).

Figures 4.7 through 4.12 show the results of that review. Each code is illustrated by a three column display. The first column shows the total number of billets listed for that particular code. The second column shows how those billets are currently filled as to qualifications and how many billets are vacant (not filled). The number of officers currently holding that particular code is illustrated by the third column. The coding to interpret the second column is as follows:

A--billet(s) currently vacant

B--billet(s) filled by XX82 officers (various suffix codes)

C--billet(s) filled by XX81 officers (various suffix codes)

D--billet(s) filled by officer(s) with no communications subspecialty code

E--billet(s) filled by Limited Duty Officer(s)

In reviewing the billet structure and Figures 4.7 through 4.12, attention is drawn to the number of vacant billets and more importantly the number of billets filled by line officers with no indicated communications experience. Among the Communications Engineering (XX81P/Q) billets, 11 out of 47 (23.4%) billets are filled by "non-communicators." Among the Communications Systems (XX82P/Q/R) billets, 26.5 percent are filled by non-communicators with the greatest impact in the rank of LCDR (Figure 4.10) coded XX82Q and XX82R. As shown in that figure, 22 out of 44 (50%) billets coded XX82Q and XX82R were filled by officers with no communications

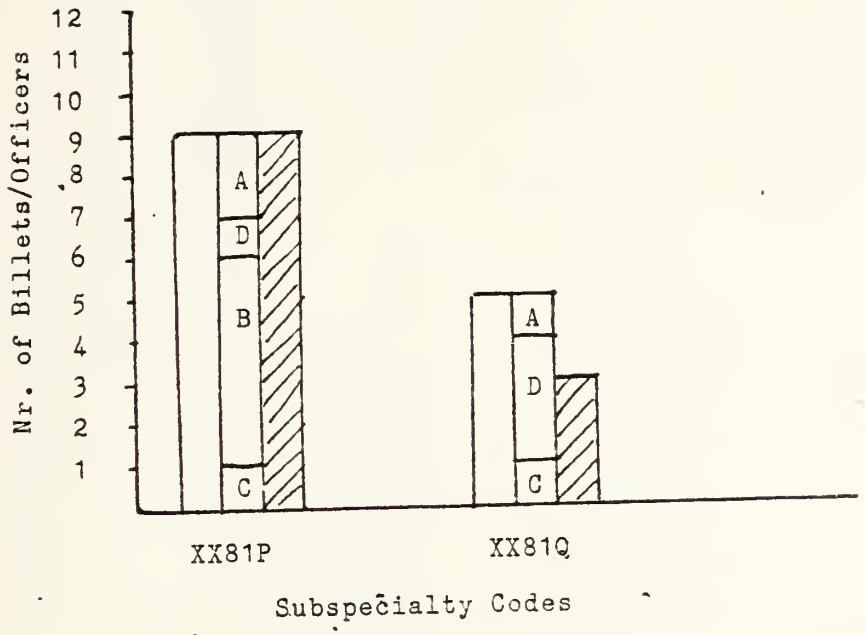


Figure 4.7 Number of LCDR billets XX81P/XX81Q compared to how the billets are currently filled compared to the number of Surface Warfare (LCDR) officers holding the same code

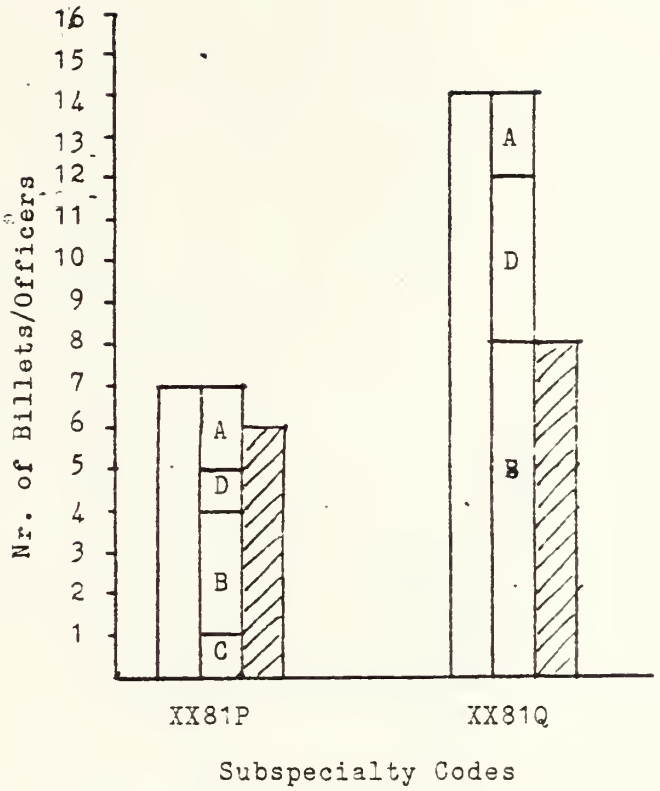


Figure 4.8 Number of CDR billets XX81P/XX81Q compared to how the billets are currently filled compared to the number of Surface Warfare officers (CDR) holding the same code

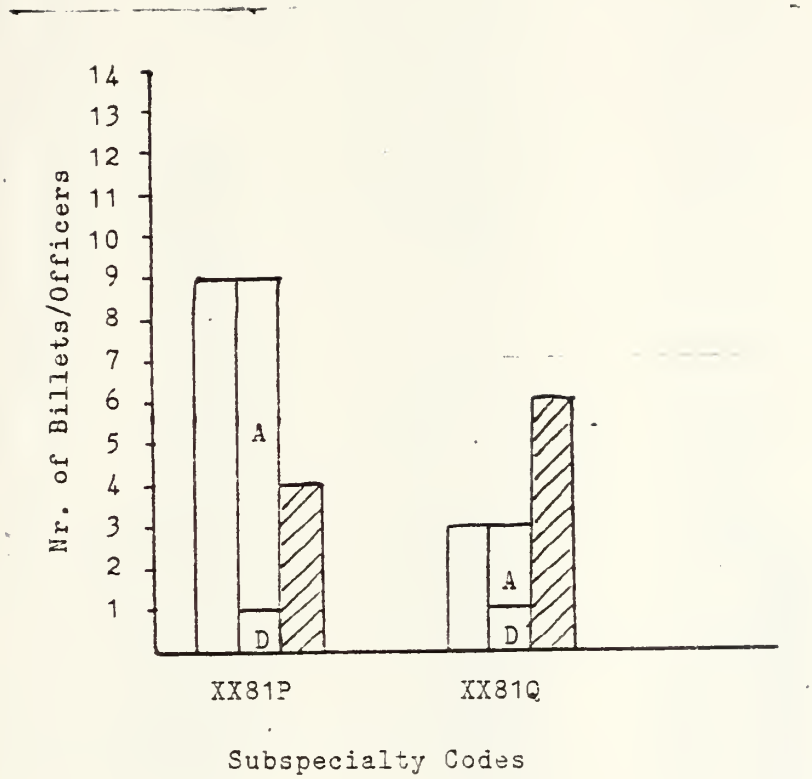


Figure 4.9 Number of CAPT billets XX81P/XX81Q compared to how the billets are currently filled compared to number of Surface Warfare (CAPT) officers holding the same code

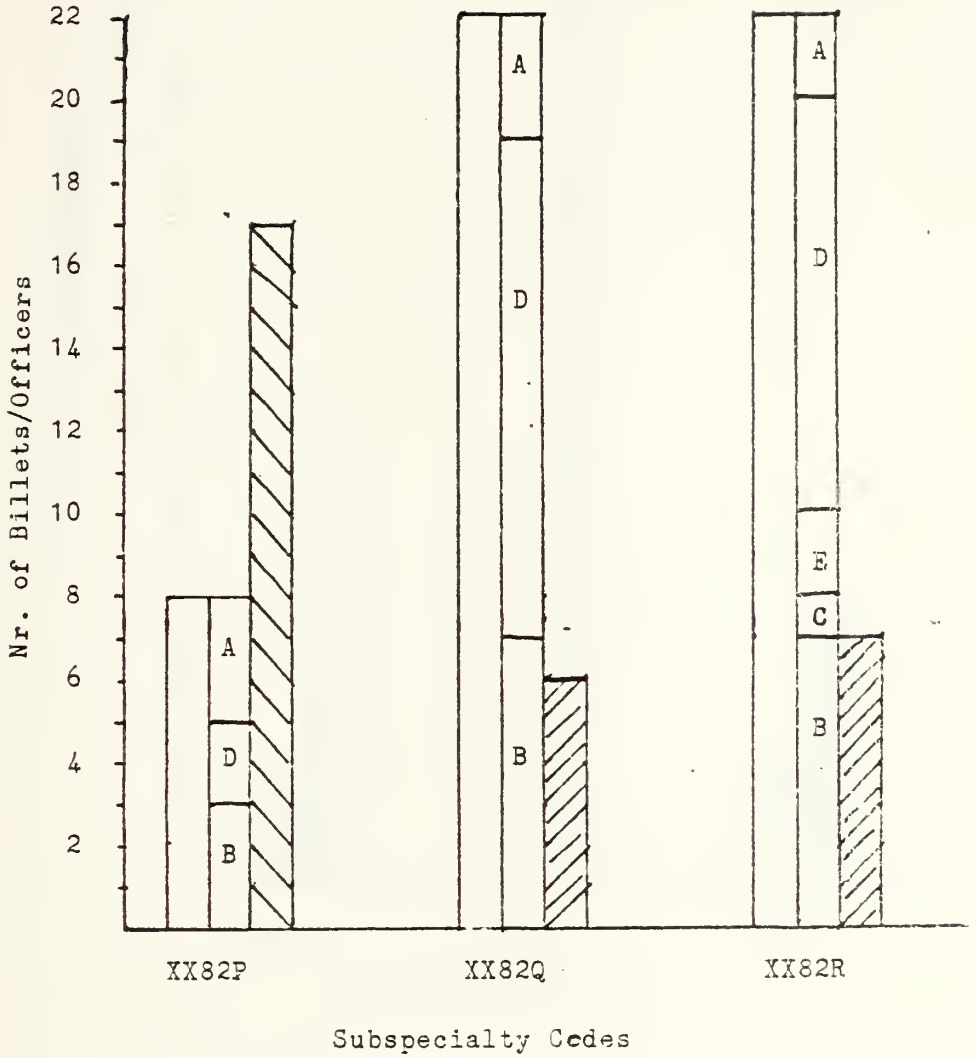


Figure 4.10 Number of LCDR billets XX82P/XX82Q/XX82R compared to how the billets are currently filled compared to number of Surface Warfare (LCDR) officers holding the same code

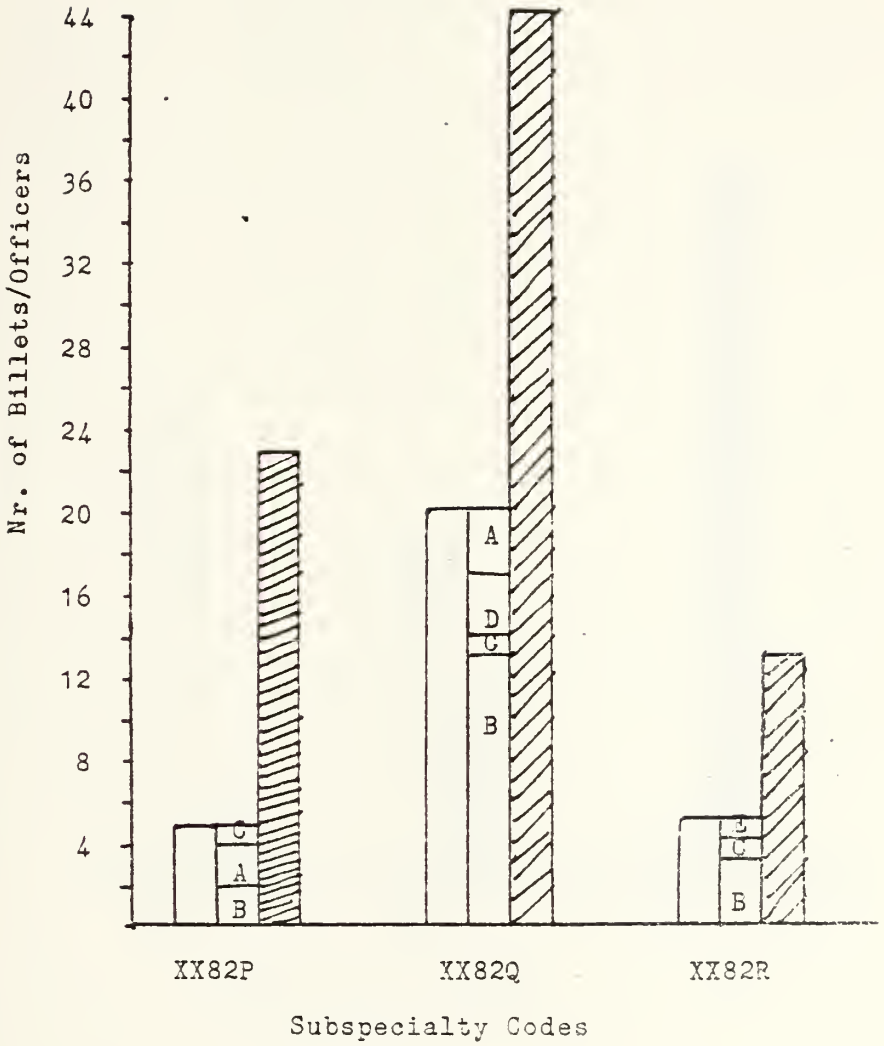


Figure 4.11 Number of CDR billets XX82P/XX82Q/XX82R compared to how the billets are currently filled compared to number of Surface Warfare (CDR) officers holding the same code

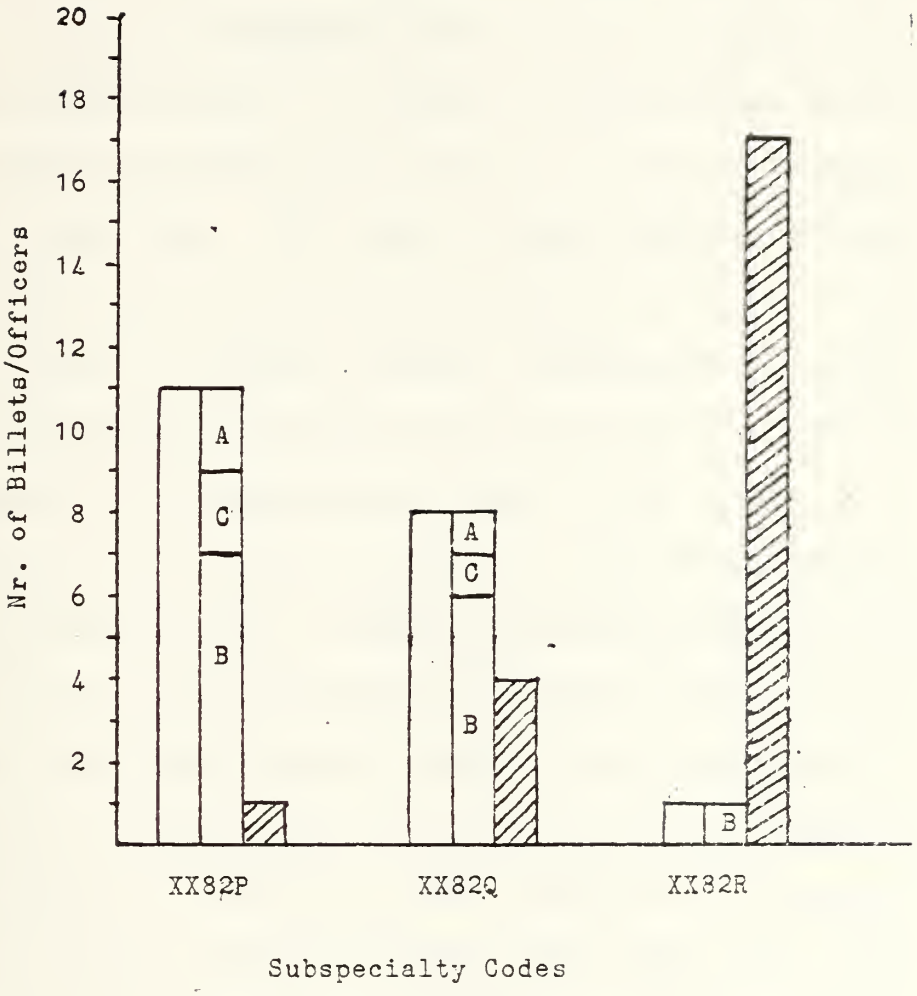


Figure 4.12 Number of CAPT billets XX82P/XX82Q/XX82R compared to how the billets are currently filled compared to number of Surface Warfare (CAPT) officers holding the same code.

experience indicated. Obviously the assets (numbers) of Surface Warfare Lieutenant Commanders designated with that code fall short of the requirements but the fact still remains that billets with criteria justifying the requirements for proven subspecialists (Q and R codes) were filled by non-communicators. It should be noted that four officers coded XX82Q and XX82R were serving in non-utilization tours at this same time. Two other Surface Warfare officers coded XX82P were also in non-utilization tours. As the study related to Surface Warfare subspecialists only, the impact of general Unrestricted Line Officers (1100) with a communications subspecialty code is not known.

Table X is a matrix designed to show where Surface Warfare officers with a communications subspecialty suffix codes of P, Q, and R were serving at the time of the billet review. The first column lists the rank and specific codes. The second column cites the number of billets specifying that code while the third column specifies the number of Surface Warfare officers holding that same code. The remaining six columns show the location of those officers (column 3) at the time the billet summary was reviewed: same code (i.e. a LCDR XX81P serving in a LCDR XX81P billet), communications utilization tour-ashore, communications utilization tour-sea, operational/sea tour, non-utilization tour, and service school (i.e. War College, Armed Forces Staff College, etc.). The non-utilization

TABLE X

Location of Surface Warfare Subspecialty Coded Officers with Relation to Listed Billets with Same Code.

Rank/Code	Nr. of Billets	Nr. of Officers	Location of Coded Officers in Relation to Listed Billets					
			Same Code	Comm. Util. Shore	Comm.Util. Sea	Ops/Sea	Non Util.	Svc. School
LCDR/XX81P	9	9	1	3	1	3	1	0
XX81Q	5	3	0	1	0	2	0	0
CDR/XX81P	7	6	1	3	0	1	1	0
XX81Q	14	8	0	3	0	4	1	0
CAPT/XX81P	9	4	0	1	0	0	3	0
XX81Q	3	6	0	5	0	1	0	0
LCDR/XX82P	8	17	1	9	1	4	2	0
XX82Q	22	6	0	2	1	2	1	0
XX82R	22	7	1	1	1	1	3	0
CDR/XX82P	5	23	1	12	0	2	8	0
XX82Q	20	44	6	14	3	13	4	4
XX82R	5	13	1	5	0	4	3	0
CAPT/XX82P	11	1	0	0	0	0	1	0
XX82Q	8	4	2	1	0	0	1	0
XX82R	1	17	0	14	0	2	1	0

column is important in that it shows 30 out of the 168 Surface Warfare officers listed as serving in non-utilization tours. Of those 30 officers, 14 were proven subspecialists. The types of non-utilization tours included such tours as human resources management positions, public affairs officer, and personnel officer at a non-communications type command. These billets are important but they are billets that could be filled by general line officers. The types of tours involved do not have requirements for proven subspecialists or special experience other than that normally possessed by an officer with management experience. The "needs of the Navy" become evident when looking at the number of billets requiring a certain expertise and filled by non-communicators in relation to the officers in non-utilization tours with communication experience and expertise that is not being used.

V. CONCLUSIONS AND RECOMMENDATIONS

In Chapter II, it was noted that the officer billet summary did not list any code higher than P codes. This summary is the only guidance that a Surface Warfare Officer at sea has wherewith to plan his career beyond the first utilization tour or to base his discussions with the detailer concerning future shore rotation plans. The recommendation is to change the format of this publication to include listing of proven subspecialist billets in the ranks of Lieutenant Commander through Captain.

The career fact sheets for both Communications Systems Technology and Communications Engineering also have deficiencies, foremost of which is that no periodic review is provided to maintain currency of the information presented. Recommendations for changes to the career fact sheets include:

--Required annual review and update of the career fact sheets.

--Career fact sheets should be sent to all communications subspecialists.

--The following information should be added:

(1) Promotion trends for communicators

(2) Criteria for selection as proven subspecialists and downgrading from the sponsor and consultant viewpoint.

(3) Current points of contact for all primary and secondary consultants.

(4) Upcoming or proposed changes to the communications billet structure.

Surface Warfare Officers have information available relating to their warfare area. They know what "tickets must be punched" for promotion, etc. and plan their careers accordingly. The perception is that officers need to know what "tickets should be punched" in their subspecialty career as well.

With regard to the downgrading of officer subspecialists, the function of the Subspecialty Selection Board should be officially identified in writing if it is to be a permanent responsibility of the board and the criteria developed and promulgated as it relates to the different suffix codes. It also should be amplified by way of the applicable instructions in addition to its inclusion in the letter of instructions to the board.

Within the subspecialty management system, it was noted that utilization studies are done on request only. Effective management of assets cannot be achieved if the utilization of those assets is not known on a regular basis. The recommendation is that each primary consultant be tasked to continually monitor and document the utilization of those subspecialties under his management control. Formal reports of this documentation could be required to be

forwarded to the primary sponsor of the applicable functional field (i.e. OP-094) for consolidation into an annual report.

The current role of OP-094 in the waiver request process is not necessary. The mechanics and staffing for the handling of these waivers by NMPC-440 is well established. The primary sponsor only needs to provide NMPC-440 with guidance criteria concerning non-utilization tours and let NMPC-440 be the enforcement instrument as set up via the instructions. A checkpoint could be established by placing the appropriate sponsors on the distribution list for the regular reports on officers proposed for non-utilization tours.

The author's research in preparing this thesis also revealed that the selection process of board members for the last Command and Control Subspecialty Selection Board was instituted by a departure from the established procedures. It is recommended that the established procedures be followed to assure junior officers that changes in the primary sponsor will not result in massive changes in subspecialty selection. How can a junior officer select a career plan knowing that the trend of each selection board could change with each new primary sponsor?

The data analysis tends to support, generally, the trends identified in the Unrestricted Line Officers Guidebook. Attrition data was not available during the

period of this research but future analysis for thesis work or in utilization studies within the management system should include this data. Trends such as active service following graduate education, number of tours prior to attrition, and rank at that time could serve to point out problem areas with regard to subspecialty management and utilization. The analysis of the billet structure also pointed to shortages (vacancies and billets filled by non-communications personnel) in personnel to fill communications billets. As earlier chapters discussed, the Department of Defense as late as 1982, has reported a deficiency within the Navy communications billet structure. The current study being prepared by the Officer Professional Development Section (OP-132E4) relating to assigning officers ashore to fill billet requirements (in lieu of at sea assignments) could have some application in the future if the situation does not change.

APPENDIX A

CAREER FACT SHEETS

Subspecialty: Communications Engineering

Code: XX81

Applicable Designators: 11XX/13XX/14XX/161X

Description: This technical subspecialty identifies those officers capable of performing engineering advisor responsibilities related to the development, acquisition, installation, maintenance and/or evaluation of communications equipment and systems.

Representative Billets:

Captains:

- -Navy Satellite Communications Program Coordinator (941E, OPNAV)
- -Director, Telecommunications Division (ELEX 510), NAVELEX
- -Staff Communications Officer, Defense Communications Engineering Center, Reston, Virginia
- -Executive Officer, Joint Tactical Communications (TRI-TAC) Office, Fort Monmouth, N.J.

Commanders:

- -Billets at the Defense Communications Agency Headquarters, Arlington, Virginia and the Defense Communications Engineering Center.
- -Assistant for Automation Communications Programs, (OP-941H4) OPNAV
- -Curricular Officer, Electronics and Communications Program, Naval Postgraduate School
- -Chief, Systems Review and Assemblage Branch, TRITAC Office

Lieutenant Commanders:

-Electronic Equipment Research Officer, DCA, WWMCCS System Engineering Organization.

-Head Mobile Systems Branch, COMNAVSECGRU HQ

-Electronics Engineer, Access Branch, Equipment Division, TRITAC Office.

Billet Geographic Distribution: Various shore activities including Washington, D.C. and surrounding area, Fort Meade, Md., Norfolk, Virginia, San Diego, CA. Fort Monmouth, NJ.

Sources: Experience can be obtained by serving in billets similar to those listed above. Masters level education is provided by the Naval Postgraduate School (Curriculum #600).

Curriculum Criteria: Communications Engineering (XX81)

1. Masters-level facility in probability and statistics, electronics devices and circuits, signal processing and communications theory, digital processes, antenna principles, and engineering characteristics of representatives telecommunication systems.

2. Be able to perform as a technical advisor on development acquisition, installation, and/or evaluation of technical capabilities and adequacies of communications equipment and systems.

3. Possess and apply engineering knowledge of communications and command and control techniques, data processing, probabilistic and random processes, and system analysis and performance in projects involving the design, specification or evaluation of telecommunications systems.

4. Be able to act as liaison with and/or act as advisor to scientists, technicians, and engineers in the formulation of laboratory and R and D projects.

5. Be able to analyze radio frequency resources and provide radio wave propagation predictions.

6. Perform duty as Department or Division Head of a functional component which is concerned with development, acquisition, installation and/or evaluation of Communications-Electronic equipment and systems.

Points of contact: NMPC-462 at autovon 225-5778/79 or commercial (202)695-5778/79: OP-941B2, autovon 225-7284 or commercial (202)695-7284/5/6.

Subspecialty: Communications Systems Technology

Code: XX82

Applicable Designators: 11XX/13XX/161X

Description: Key billets have been identified within various telecommunications activities that require officers competent in conceiving, developing, implementing and/or managing complex components of the Telecommunications Systems of the Department of Defense. This subspecialty identifies those Naval Officers who are prepared, either by education or experience, to meet those requirements and effectively manage the people assigned to assist in these efforts.

Representative Billets:

Captains:

- -Commanding Officers of Naval Communications Area Master Stations (NAVCAMS)
- -Division Directors at COMNAVTELCOM Headquarters
- -Branch Heads, Naval Communications Division, OPNAV

Commanders:

- -Commanding Officer, Naval Communication units
- -Executive Officer, NAVCAMS or Naval Communications Stations
- -Staff Officers: DCA, OPNAV, COMNAVTELCOM and Fleet CINC's
- -Afloat Billets: Large Staffs including COMPHIBGRU 2 and numbered fleet commanders.

Lieutenant Commanders:

- -Communications Officers at NAVCAMS and COMMSTA's; Afloat on CV's, LCC's and CRUDESGRU's.
- -Billets at DCA; COMNAVTELCOM and OPNAV
- -Type Commander Staffs - Communications Billets

Lieutenants:

-Message Center Officers, NAVCAMS

-Various Afloat Communications Billets-ships and staffs

Billet Geographic Distribution: Afloat: Worldwide; Ashore: possible assignments include Norfolk, Washington, Naples, Honolulu, Guam, and Japan.

Sources: Experience tours can be gained afloat and at various Navy and DOD Communications Activities Worldwide. Functional level training is available through the Telecommunications Staff Officer Course conducted at Keesler AFB. Master's level requirements are met through successful completion of the Telecommunications Systems curriculum (#620) at the Naval Postgraduate School.

Curriculum Criteria:

1. Knowledge of telecommunications management principles including the ability to make best use of available personnel, facilities, equipment, and funds.

2. Understand and be able to develop policy pertaining to the operations and readiness of telecommunications.

3. Possess the ability to plan and develop priorities in order to fulfill validated telecommunications requirements.

4. Set realistic mid and long range goals for the improvement of telecommunications system components.

5. Advise seniors concerning the capabilities of existing new, and proposed communications systems and equipment.

6. Develop, review, and validate telecommunications requirements based upon command and control, administrative, logistical and operational requirements.

7. Understand and apply the principles of the planning, programming and budgeting system.

8. Direct and manage operational communications facilities and systems.

9. Possess and demonstrate an understanding of how information systems technology contributes to solving telecommunications problems.

10. Apply communications theory and technology to the study and analysis of communications systems including satellite communications.

11. Possess a working knowledge of leadership and human behavior techniques.

12. Possess broad knowledge of one or more of the following:

a. Tactical Communications

b. Strategic Communications

c. Communications Security

d. Joint and/or DOD Communications

e. Frequency Management

f. Electromagnetic Compatibility

g. Spread Spectrum Communications

Point of contact: NMPC-462 at AUTOVON 225-5778/79 or commercial (202) 695-5778/79; OP-94B2, AUTOVON 225-7284 or commercial (202) 695-7284/5/6.

APPENDIX B

March 1982

EDUCATIONAL SKILL REQUIREMENTS

COMMUNICATIONS ENGINEERS - XX81P/Q MASTERS LEVEL

(1) The C/E is required to perform as technical advisor on development, acquisition, installation, maintenance and/or evaluation of technical capabilities and adequacies of communication equipment and systems. The incumbent must be able to effectively apply engineering knowledge of communication and command and control techniques, data processing, probabilistic and random processes, and systems analysis and performance in projects involving the design, specification or evaluation of telecommunication systems.

(2) The C/E is required to have master-level facility in probability and statistics, electronic devices and circuits, signal processing and communications theory, digital processes, antenna principles and the engineering characteristics of representative telecommunication systems.

(3) The C/E is required to be capable of handling the operation and maintenance of technical C-E equipment and systems and supervise or actually conduct on-site evaluation of equipment maintenance and/or installation, developing standards and criteria therefor. The billet requires the incumbent to coordinate planning processes in establishing telecommunications systems; review management engineering plans for technical completeness and equipment compatibility.

(4) The C/E is required to be a Department or Division Head of a functional component which is concerned with development, acquisition, installation and/or evaluation of C-E equipment and systems.

(5) The C/E must be able to function as Program Coordinator for Defense Satellite Communications Systems (DSCS) Fleet Satellite Communications.

(6) The C/E must be able to act as liaison with/advisor to scientists, engineers, technicians in formulation of laboratory programs and recommend specific R&D projects to

ensure availability of equipment to meet future requirements. The liaison required is with other services, agencies and industrial activities at the masters degree level.

(7) The C/E is required to analyze radio frequency resources and provide radio wave propagation predictions.

(8) The C/E is required to teach college/graduate level courses in communications engineering.

(9) The C/E must be able to prepare detailed briefings, project plans and project reports on C-E subjects.

EDUCATIONAL SKILL REQUIREMENTS TELECOMMUNICATIONS SYSTEMS TECHNOLOGISTS - XX82P/Q MASTERS LEVEL

The officer subspecialist is required to have the capability to conceive, develop and implement new operational concepts, doctrines, and procedures. He will be required to coordinate telecommunications matters at the senior staff levels in the Department of Defense, and/or Allied Forces.

The officer subspecialist is required to manage telecommunications resources and develop policy pertaining to operations and readiness of telecommunications.

The officer is required to develop priority lists and planning schedules for fulfillment of validated telecommunications requirements, and monitor progress of approved plans to ensure conformance thereto, and satisfaction or stated requirements.

The telecommunications manager must be capable of being a Commanding Officer of a communications activity or a department/division head of a functional component primarily concerned with telecommunications, plans policies directives and/or operations.

The telecommunications manager is required to function as an advisor on Telecommunications Systems capabilities and assist in developing telecommunications requirements based upon command and control, administrative, logistical and operational requirements.

The telecommunications manager must be able to conceive, monitor, review and coordinate studies of implications of telecommunications plans and policies, and of requirements for future mid-range/long-range periods.

The subspecialist is required to review and validate formal telecommunications requirements; that he develop planning schedules for fulfillment of such requirements, or is responsible for ensuring conformance with approved plans designed to satisfy validated requirements.

The subspecialist is required to monitor the readiness posture of telecommunications including such resources as manpower, facilities, equipments, systems, budget and training.

The subspecialist must be qualified to be the senior naval communicator on the staff of a unified, joint or allied command.

The subspecialist must be capable of being a department/division head of a functional component which reviews, appraises programs and budgets intended to satisfy Navy telecommunications requirements.

The telecommunications specialist must be able to coordinate and review telecommunications plans issued by subordinate activities.

The subspecialist is required to have a broad understanding of the Department of Defense Planning, Programming and Budgeting System and the relationships of the Naval Telecommunications System to the Director, Navy Program Planning, Comptroller of the Navy, Office of the Secretary of Defense, Defense Communications Agency, and other organizations concerning programming, budgeting and fiscal management of centrally managed communications programs.

APPENDIX C

COMMUNICATIONS BILLETS LISTING

NATO MILITARY COMMIT	01650	NAV PLNS RADIO FREQ BR ARFA 15			5080Q	1000I	9537
EXEC OFF OF THE PRES	10275	MILITARY ASSISTANT			5080R	1000H	9590
SACLANT	05000	ACOS COMM/ELEC/CONT C-5 ADDU T			5080Q	1110G	9590
SACLANT REP EUROPE	15040	AST SACLANTREPEUR COMM MGMT C-			5080P	1000H	9590
CMD AND CONTROL TECH	01560	COMM PLNS&OPNS 652//01			5080S	1000H	9515
COMNAVAIRLANT/BCT	00020	ASST COS COMM			5080Q	1300H	9590
DEFCOMMENGCEN WASH	00580	CHIEF 500/01			5080F	1050G	9543
DCA HQ DCS	00150	CH STF 100/03			5080F	1000G	9543
DCA HQ/DCS	00250	ASST MIL SECY 150/02			5080S	1000H	9595
DCA HQ/DCS	01150	COMMSYS ENGR 292/03			5080Q	1000I	9510
DCA HQ/DCS	01200	CH NTWK MGMT BR 252/01			5080G	1000H	9590
DCA EUR AREA/DCS	00200	CHIEF 400/01			5080F	1000H	9515
DCA FLD OFF ITALY	02100	CHIEF 940/01			5080F	1000I	9510
DCA PAC AREA/DCS	00200	DEP CMDR 100/02			5080Q	1000G	9992
DCA SOUTHWEST PACIFI	00100	CMDR 900/01			5080P	1000H	9510
DCA OPER CTR/DCS	00150	DEP CMDR 100/02			5080G	1000G	9543
DCA FLD OFF ALASKA	00100	CHIEF 250/01			5080G	1000H	9510
FLD AND SYS INTEGRAT	01100	COMM STF 700/03			5080P	1000H	9515
COMNAVMILPERSCOM WAS	03110	COMMACTS PLMT NMPC-443D		00365	5080S	1000H	3126
COMNAVMILPERSCOM WAS	04290	HD MIL PERS & SEC NMPC-8 ADDU			5080S	1000G	3950
CINCUSNAVEUR	22900	DCOS COMM ADDU TO BSC 05600 US			5080Q	1000G	9590
COM NAV FOR JAPAN	06500	COMM PLANS			5080S	1000I	9515
COMSTRIKFORSOUTH	01500	ACOS COMM & ELECTRONCE-001			5080S	1000H	9510
SHAPE	04100	STAFF OFF CE-020			5080S	1110H	9067
SHAPE	04300	CHIEF FS-150			5080S	1110H	9065
EUCOM US HDQTRS	04750	CH TELECOM SYS 82/01			5080Q	1000G	9515
CINCLANTFLT	15200	ACOS FOR COMMUNICATIONS			5080Q	1000G	9590
CINCLANTFLT	15600	DEP COMM-ELECT OPS &READ			5080Q	1000H	9590
CINCPACFLT	16300	STF COMM/ACOS			5080Q	1000G	9590
CINCPACFLT	16500	STF COMM/FLT COMM			5080Q	1000G	9590
SUB INSURV LANT NORF	03100	INSP TECH/COMMAND-CONTROL			5080S	1110I	9965
COM OP TEST AND EVAL	16300	OP TEST&EVAL/SPEC PROJ			5080S	1310I	2181
OPNAV	02742	OP-940C21 ASST FOR PROG COORD/			5080S	1050I	9981
OPNAV	02815	OP-940E11 COORD C2 PROGRAMS IN			5080S	1000H	9981
OPNAV	02875	OP-940F2 HD COMMAND SUPP INFO			5080Q	1000G	9981
OPNAV	02920	OP-941B DEPDIRL NAVAL COMM DIV			5080Q	1000G	9543
OPNAV	02935	OP-941C HD COMM PLNS POL/RES R			5080Q	1000G	9515
OPNAV	02975	OP-941D STRATEGIC C3 PROGRAM C			5080S	1120G	9515
OPNAV	02990	OP-94102 HD STRAT PROGRAMS SEC			5080F	1300H	9515
OPNAV	03020	OP-941H FLT TACT/AUTO COMM PRO			5080Q	1050G	9515
OPNAV	03040	OP-941H31 ASST FOR COMM AUTOMA			5080P	1050I	9981
OPNAV	03220	OP-943C1 ASST FOR NAVY SATCOM			5080R	1310H	9515
OPNAV	04480	OP-981J ARMAMENT RSCH			0080S	1120G	2145
NAPDAC WASHINGTON DC	00185	COMM PLANS&OPS ADP PLANS			0080S	1050I	9515
COMNAVSURFPAC	17300	ACOS COMMUNICATIONS			5030Q	1110H	9590
COMNAVSURFLANT	08300	STAFF COMM/ACOS COMMUNICATIONS			5080Q	1110H	9590
FG COM PROFESSIONAL	16140	INST COMM			5080P	1000H	3260

JNT TACTCOMMOFF FTMO	00200	CHIEF OF STAFF	5081Q	1000G	9015
JNT TACTCOMMOFF FTMO	00400	STAT DATA ANALYST	0081H	1000J	2085
JNT TACTCOMMOFF FTMO	00800	PROGRAM INTEGRATOR	5081Q	1000H	5917
JNT TACTCOMMOFF FTMO	01000	ACTION OFFICER	5081P	10501	2181
JNT TACTCOMMOFF FTMO	01200	DEPUTY DIRECTOR LOGISTICS MANA	0081P	1050G	5913
JNT TACTCOMMOFF FTMO	01600	ELEC ENGINEER (COMM)	5081Q	1000H	5917
JNT TACTCOMMOFF FTMO	01800	ELEC ENGINEER	0081P	14401	5917
JNT TACTCOMMOFF FTMO	02000	ELEC ENGINEER	5081Q	1000H	5917
JNT TACTCOMMOFF FTMO	02400	ELEC ENGINEER	0081P	14401	5917
SACLANT	04850	AST COMM ADP&NAVAIDSC-4231	0081P	14401	5965
JNT STF JNT CHIEF ST	02610	EMP OFF-PAC HC300030	5081Q	1000H	9590
JNT STF JNT CHIEF ST	02640	ACT OFF HC401030	5081Q	1000H	9590
JNT STF JNT CHIEF ST	02660	ACT OFF HC402025	5081Q	1000H	9590
JNT STF JNT CHIEF ST	02680	ACT OFF HC4Q3025	5081Q	1000H	9065
JNT STRAT CONNECTIVI	15030	CHIEF 03/01	5081M	1120G	9543
JNT STRAT CONNECTIVI	15040	COMM OPS OFF 03/02	5081Q	10001	9515
CMD AND CONTROL TECH	01390	PGM COORD 605/01	5081Q	1000G	5917
CMD AND CONTROL TECH	01400	DEP CH ENGR 610/01	5081P	1000G	5913
CMD AND CONTROL TECH	01402	COMM ENGR 611/01	5081Q	10001	5917
CMD AND CONTROL TECH	01404	DEP CH C2 ENGR DIV 620/01	5081P	1000G	5913
CMD AND CONTROL TECH	01410	C2 622/03	0081S	10001	9060
CMD AND CONTROL TECH	01415	CH EXER AND EVAL DIV630/01	5081P	1000G	5913
CMD AND CONTROL TECH	01420	ADP SYS DIR 630/03	5081P	1000H	9705
CMD AND CONTROL TECH	01430	COMP SYS ANAL 630/04	5081P	10001	9735
CMD AND CONTROL TECH	01460	COMM OPNS ANAL 640//02	0081S	1000H	9085
CMD AND CONTROL TECH	01510	ELEC ENGR 651/02	0081B	1440H	5904
CMD AND CONTROL TECH	01520	ELEC ENGR 651/03	0081P	1440I	5904
CMD AND CONTROL TECH	01600	ELEC EQUIP RES 662//02	0081P	1000H	5917
CMD AND CONTROL TECH	01700	ELEC O&M PLN 662/03	5081P	1000H	5925
DEFCOMMENGCEN WASH	00100	ASSOC DIR 102/01	5081Q	1000G	9515
DEFCOMMENGCEN WASH	00150	CH ENG PROG OFF 103/01	5081P	1000H	2612
DEFCOMMENGCEN WASH	00350	EXEC OFF 108/01	5081Q	1000H	5904
DEFCOMMENGCEN WASH	00650	COMM ELEC ENGR 710- 02	5081P	1000H	9515
DEFCOMMENGCEN WASH	00800	ELEC ENGR 820/03	0081P	1440J	5917
DCA HQ DCS	00500	PLNS&OPNS 211/02	5081Q	1000H	9515
DCA HQ DCS	00700	COMM STF 263/03	5081P	10001	9515
DCA HQ DCS	00050	ASSOC DD 204/01	0081P	1440G	5904
DCA HQ/DCS	00900	CH SYS DEV BR 231/01	5081P	10001	9515
DCA EUR AREA/DCS	00440	COMM ENGR 420/031	0081S	1000J	9510
DCA EUR AREA/DCS	00600	COMM ENGR 660/02	0081S	1000J	9510
PLN AND SYS INTEGRAT	00200	ASSTDEPDIR ARCH CONCEPTS &	5081P	1000G	9515
PLN AND SYS INTEGRAT	00450	COMM STF 110/01	0081P	14401	9590
PLN AND SYS INTEGRAT	00700	STF COMM 600/02	5081Q	1000H	9590
NSOC DET SUNNYVALE C	00150	COMM OFFICER NTCOC SAT OFFICER	5081Q	10001	9560
NAVEMSCEN CHELTENHAM	00150	HD ASSIGNMENT & RECORD BR	5081R	1000H	9537
NAVEMSCEN CHELTENHAM	00200	HD ALLOCATION & EMC DIV	5081P	10001	9537
PME 107 PEWSON TCS W	17900	TAC CRYPTO & CM DIV DIR	0081B	1610G	2170

JTIDS PROJ OFF WASH	19070	CONFIGURATION MGR		0081N 1440I 2165
NAVELEX OPSUP/FLD/WA	60110	DIR TELECOMM TECH DIV		0081P 1440H 5980
NAVELEX OPSUP/FLD/WA	60200	BATTLE GRP C3I SYS ARCH		5081P 1050H 5917
PME-110 COMM SYS PRO	11020	DEP APM STRATEGIC COMMS		0081P 1300H 2170
PME-110 COMM SYS PRO	11100	AST PM COMM SYS TEN		0081P 1050G 2170
PME-110 COMM SYS PRO	11320	SUB SYS PROJ		5081P 1120I 2170
PME-110 COMM SYS PRO	11330	VLF SYS PROJ		0081P 1440H 2170
PME-120 COMMAND SYS	20000	M PROJ MGR SEL COMMAND SYS		5081P 1050G 2161
PME-120 COMMAND SYS	21000	APM FOR C2 PROGS		0081P 1440G 2163
NAVELEXSYSENGCEN VAL	00900	SATCOM ENGR OFCR-ELEX ENG		0081P 1440J 5904
EUCOM US HDQTRS	04800	STF COMM 82/06		5081Q 1000H 9590
NORAD/ADCOM JNT SUPP	01350	COMM ENGR 52/01		5081P 1000H 9590
CINCPACFLT	16800	STF ELX MTL/HD C.E. PLAN & PRO		5081F 1000I 5996
CINCPACFLT	17700	STF COMM/AST FOR ELCTROMAGNETI		5081P 1000I 9590
NAVOCEANO BAY ST LOU	92220	ELXEQ RSCH GEN OFF		5081E 1000I 5970
NAVOCEANSYSCEN SDIEG	04200	UHF TECHNOLOGY		0081H 1440J 5917
NAVOCEANSYSCEN SDIEG	07000	MONITORING-SWITCHING DEV		0081H 1110J 5917
NOSC NTSTN SDIEGO CA	01100	NTSTN DIV HEAD		0081P 1440H 5904
COMNAVTELCOM WASH DC	00075	SPECIAL ASST FOR FREQ MATTERS		5081P 1000Q 9537
COMNAVTELCOM WASH DC	01205	DIRECTOR IMPLEMENTATION		5081Q 1000H 9515
COMNAVTELCOM DC/DCS	00240	SATCOM SYSTEMS PLANNER		5081Q 1000I 9560
COM OP TEST AND EVAL	07070	OP TEST & EVAL/SUB COMM		0081S 1110J 2181
PAC ELEMENT OPTEVALF	10270	OP TEST&EVAL COMM SYS		5081P 1110I 2181
OPNAV	02775	OP-940DHD NAT/JOINT ALLIED C2		5081P 1050G 9981
OPNAV	03215	OP-943C HD NAVY SATCOM BR/PROG	5075B	0081P 1050G 9515
OPNAV	03225	OP-943C2 ASST FOR FLTSATCOM/UH		0081P 1440I 9515
OPNAV	04995	OP-986F HD TACT COMM BRANCH		5081Q 1000H 6948
OFF SECRETARY OF DEF	22100	MILAST/ADUSD (C3)		0081P 1610G 9517
NSA/CSS FT MEADE MD	00880	ELECTRONIC ENG/T423 008		0081S 1610H 9815
NSA/CSS FT MEADE MD	01780	ELECTRONIC ENG/T252 015		0081P 1610J 5904
NSA/CSS FT MEADE MD	01920	OPERATIONS RSCH ANAL/R562 007		0081P 1610J 9085
COMNAVSECGRU WASHING	01560	59HD PLANS & PROJECTS/G332		0081P 1610I 9725
PG SCH PROFESSIONAL	04100	CURR OFF		5081Q 1000H 3283
KEESLER AFB SCHOOLS	02920	SENIOR INSTR/NAVY LIAISON OFF		5081P 1000I 3250

AD	38	PUGET SOUN	01020	COMM AFL/FLAG SHIP COMM OFF	5082S	1110I 9582
AGF	3	LA SALLE	01220	COMM AF	0082S	1110J 9582
AGF	11	CORONADO	01220	COMM AF	0082S	1110J 9582
AVT	16	LEXINGTON	04510	COMM AF	5082S	10501 9582
CG	16	LEAHY	01220	COMM AF	0082T	1110K 9582
CG	17	H E YARNEL	01220	COMM AF	0082T	1110K 9582
CG	18	WORDEN	01220	COMM AF	0082T	1110K 9582
CG	19	DALE	01220	COMM AF	0082T	1110K 9582
CG	20	R K TURNER	01220	COMM AF	0082T	1110K 9582
CG	21	GRIDLEY	01220	COMM AF	0082T	1110K 9582
CG	22	ENGLAND	01220	COMM AF	0082T	1110K 9582
CG	23	HALSEY	01220	COMM AF	0082T	1110K 9582
CG	24	REEVES	01220	COMM AF	0082T	1110K 9582
CG	26	BELKNAP	01020	COMM AF	0082T	1110K 9582
CG	27	JOSEPHUS D	01020	COMM AF	0082T	1110K 9582
CG	28	WAINWRIGHT	01020	COMM AF	0082T	1110K 9582
CG	29	JOUETT	01220	COMM AF	0082T	1110K 9582
CG	30	HORNE	01020	COMM AF	0082T	1110J 9582
CG	31	STERETT	01020	COMM AF	0082T	1110J 9582
CG	32	W H STANDL	01020	COMM AF	0082T	1110K 9582
CG	33	FOX	01020	COMM AF	0082T	1110K 9582
CG	34	BIDDLE	01020	COMM AF	0082T	1110K 9582
CGN	25	BAINBRIDGE	00900	COMM AF	0082S	1110J 9582
CGN	35	TRUXTUN	01120	COMM AF	0082T	1110K 9582
CGN	36	CALIFORNIA	01070	COMM AF	0082T	1110K 9582
CGN	37	SOUTH CAR	01070	COMM AF	0082T	1110K 9582
CGN	38	VIRGINIA	00900	COMM AF	0082T	1110K 9582
CGN	39	TEXAS	00900	COMM AF	0082T	1110K 9582
CGN	40	MISSISSIPP	00900	COMM AF	0082T	1110K 9582
CGN	41	ARKANSAS	00900	COMMUNICATIONS OFFICER	0082T	1110K 9582
CV	41	MIDWAY	08110	COMM AF	5082Q	10501 9582
CV	43	CORAL SEA	08110	COMM AF	5082Q	10501 9582
CV	61	RANGER	08110	COMM AF	5082Q	10501 9582
CV	62	INDEPENDEN	08110	COMM AF	5082Q	10501 9582
CV	63	KITTY HAWK	08110	COMM AF	5082Q	10501 9582
CV	64	CONSTELLAT	08110	COMM AF	5082Q	10501 9582
CV	66	AMERICA	08110	COMM AF	5082Q	10501 9582
CV	67	JOHN F KEN	08110	COMM AF	5082Q	10501 9582
CVN	65	ENTERPRISE	08110	COMM AF	5082Q	10501 9582
CVN	68	NIMITZ	08100	COMM AF	5082Q	10501 9582
CVN	69	DWIGHTEISE	08100	COMM AF	5082Q	1000H 9582
CVN	70	CARL VINSO	08100	COMM AF	5082Q	1000H 9582
LCC	19	BLUE RIDGE	07100	COMM AF	5082Q	11101 9582
LCC	20	MOUNT WHIT	07100	COMM AF	5082Q	11101 9582
LHA	1	TARAWA	01900	COMM AF	5082R	11101 9582
LHA	2	SAIPAN	01800	COMM AF	5082R	10501 9582
LHA	3	BELLEAU WO	01800	COMM AF	5082R	11101 9582

LHA	4	NASSAU	00610	COMM	AFL	5082R	10501	9582
LHA	5	PELELIU	00610	COMM	AFL	5082R	11101	9582
LKA	113	CHARLESTON	00600	COMM	AF	0082T	1110K	9582
LKA	114	DURHAM	00600	COMM	AF	0082T	1110K	9582
LKA	115	MOBILE	00600	COMM	AF	0082T	1110K	9582
LKA	116	ST LOUIS	00600	COMM	AF	0082T	1110K	9582
LKA	117	EL PASO	00600	COMM	AF	0082T	1110K	9582
LPD	1	RALEIGH	01100	COMM	AF	0082T	1110K	9582
LPD	2	VANCOUVER	01100	COMM	AF	0082T	1110K	9582
LPD	4	AUSTIN	01100	COMM	AF	0082T	1110K	9582
LPD	5	OGDEN	01100	COMM	AF	0082T	1110K	9582
LPD	6	DULUTH	01100	COMM	AF	0082T	1110K	9582
LPD	7	CLEVELAND	01220	COMM	AF	0082S	1110J	9582
LPD	8	DUBUQUE	01220	COMM	AF	0082S	1110J	9582
LPD	9	DENVER	01220	COMM	AF	0082S	1110J	9582
LPD	10	JUNEAU	01220	COMM	AF	0082S	1110J	9582
LPD	12	SHREVEPORT	01220	COMM	AF	0082S	1110J	9582
LPD	13	NASHVILLE	01220	COMM	AF	0082S	1110J	9582
LPD	14	TRENTON	01100	COMM	AF	0082T	1110K	9582
LPD	15	PONCE	01100	COMM	AF	0082T	1110K	9582
LPH	2	IWO JIMA	01900	COMM	AF	0082S	1110J	9582
LPH	3	OKINAWA	01900	COMM	AF	0082S	1110J	9582
LPH	7	GUADALCANA	01900	COMM	AF	0082S	1110J	9582
LPH	9	GUAM	01900	COMM	AF	0082S	1110J	9582
LPH	10	TRIPOLI	01900	COMM	AF	0082S	1110J	9582

LPH 11 NEW ORLEAN	01900	COMM AF		0082S	1110J	9582
LPH 12 INCHON	01900	COMM AF		0082S	1110J	9582
FLEACT OKINAWA/BCT	08000	COMM ASHORE		5082S	10001	9510
NAV FAC BRAWDY WALES	01600	COMMUNICATIONS OFFICER		0082T	1000J	9510
NAF ATSUGI BCT	30000	COMM/COMSEC NOTE 1		0082S	1000J	9510
NAF MIDWAY/BCT	07100	COMMUNICATIONS		5082S	10001	9510
NAS BERMUDA/BCT	30100	COMM OFF/UTILITY PILOT		5082S	1311I	9510
NAS FALLON NEV/BCT	20000	COMMUNICATIONS		0082T	1311J	9510
NAS JAX/BCT	50000	GND ELX MNT/COMM		5082S	13001	5977
BCT/NAS MEMPHIS TENN	40020	COMM ASHORE		5082S	10001	9510
NAS WHIDBEY I WASH/B	20000	COMM OFFICER		5082S	1311I	9510
BCT/NAS WHITING FIEL	40000	COMM		0082T	1000J	9510
COM MIDDLE EAST FORC	01000	STAFF COMM/COMMUNICATOR		5082F	1110I	9590
PEP UK-LONDON ENGLAN	86650	COMM PLANS OFF MOD LONDON		5082G	1050H	9515
ROCLANT NORFOLK	03300	TECH SVCS OFF RC1005		5082S	10001	9590
SACLANT	05450	EXERVISE PLANS & COMSEC OFF C-		5082S	10001	9590
SACLANT	05500	MARITIME TAC COMM & FREQ MANG		5082S	10001	9590
JCS COMM	29630	CHIEF RA103005		0082G	1110H	9595
JCS COMM	29640	ASST BRANCH CHIEF RA103040		5082G	11101	9595
JCS NATL EMER ABN CM	41340	ABNCP OPS OFF EF403040		0082S	10001	9065
JINTACCS JITF FT MON	00300	COMSEC/COM OFFICER		5082G	10001	9515
TRITAC JNT TEST ELEM	01100	CHIEF TEST SUPPORT DIVISION	5095S	5082P	1000H	9515
COM US FORCES CARIBB	01500	COMM-ELEC DIR 06/01		5082R	1110H	9590
NB CHARLESTON SC	27100	COMMASHORE		5082S	10001	9510
COMCARGRU ONE	03100	STAFF COMM		5082R	10501	9590

COMCARGRU TWO	03100	STAFF COMM	5082R 1050I 9590
COMCARGRU THREE	03100	STAFF COMM	5082R 1050I 9590
COMCARGRU FOUR	03100	STAFF COMM	5082R 1050I 9590
COMCARGRU SIX	03100	STAFF COMM	5082R 1050I 9590
COMCARGRU SEVEN	03100	STAFF COMM	5082R 1050I 9590
COMCARGRU EIGHT	03100	STAFF COMM	5082R 1050I 9590
NATIONAL COMM SYSTEM	00200	COMM PLNS 200-030	5082Q 1000H 9595
CMD AND CONTROL TECH	01408	ELEC SYS 622/02	5082Q 1000I 5904
NAVWPNCEN CHINA LAKE	65900	COMMUNICATIONS OFFICER	0082Q 1000J 9510
COMNAVAIRPAC	22100	STAFF COMM/FORCE	5082Q 1300H 9590
COMPHIBRON 1	02410	COMMUNICATIONS	0082S 1110J 9590
COMPHIBRON 2	01900	COMMUNICATIONS	0082S 1110J 9590
COMPHIBRON 3	02410	COMMUNICATIONS	0082S 1110J 9590
COMPHIBRON 4	01900	COMMUNICATIONS	0082S 1110J 9590
COMPHIBRON 5	02410	COMMUNICATIONS	0082S 1110J 9590
COMPHIBRON 6	01900	COMMUNICATIONS	0082S 1110J 9590
COMPHIBRON 7	02410	COMMUNICATIONS	0082S 1110J 9590
COMPHIBRON 8	01900	COMMUNICATIONS	0082S 1110J 9590
DCA HQ/DCS	00550	PLNS 213/02	0082Q 1000J 9515
DCA HQ/DCS	00750	COMM STF 262/03	5082Q 1000I 9595
DCA HQ/DCS	01250	ELEC ENGR 271/04	5082Q 1000I 5904
DCA HQ/DCS	01300	CH AUTOSEVOCOM OPS 272/01	5082Q 1000H 5904
DCA HQ/DCS	01350	COMM TFC 251/01	5082Q 1000I 9595
DECCO	03100	CHIEF COMMSVC BRANCH 530-010	5082F 1000I 9540
DCA FLD OFF UNITED K	00100	COMM ENGR 920/02	0082S 1000J 9595

DCA PAC AREA/DCS	00400	CHIEF 300/01		5082Q	1000H 9515
DCA OPER CTR/DCS	00200	SYS CNTRL 210-030		5082S	10001 9595
DCA OPER CTR/DCS	00250	SYS CNTRL 210-040		5082S	10001 9510
DCA OPER CTR/DCS	00450	COMM STF 240/03		0082S	1000J 9595
PLN AND SYS INTEGRAT	00500	ELEC ENGR 600/04		5082Q	1000H 5904
NAVCAMS WESTPAC GUAM	00010	CO SHR ACTY SEL/ADDU TO 07500		5082Q	1000G 9422
NAVCAMS WESTPAC GUAM	00020	XO SHR ACTY		0082S	1610H 9436
NAVCAMS WESTPAC GUAM	00025	COMM CMS-CUST		0082T	1000K 9535
NAVCAMS WESTPAC GUAM	00125	AREA OFFICER	50760	~~5082Q~~	1000H 9510
NAVCAMS WESTPAC GUAM	00210	AREA OFFICER RQMTS		0082Q	10001 9515
NAVCAMS WESTPAC GUAM	00360	AREA OFFICER OPS-MGMT		5082Q	10001 9515
NAVCAMS WESTPAC GUAM	04420	COMM OFFICER		5082R	10001 9510
NAVCAMS WESTPAC GUAM	04960	MSG OFFICER		0082S	1000J 9595
NAVCAMS WESTPAC GUAM	07410	RCVR OFFICER		0082T	1000K 9567
AUTODIN SWITCHCEN/GU	00050	ASC OFFICER		0082S	1000J 9510
NAVCAMS MED NAPLES I	00100	CO SHR ACTIVITY		5082Q	1000G 9422
NAVCAMS MED NAPLES I	00200	EXECUTIVE OFFICER		5082R	1000H 9436
NAVCAMS MED NAPLES I	10020	AREA OFFICER	50760	~~5082Q~~	1000H 9515
NAVCAMS MED NAPLES I	10220	AREA OFFICER OPS MGMT		5082Q	10001 9515
NAVCAMS MED NAPLES I	10240	AREA ANALYST OPS-MGMT		0082T	1000K 9515
NAVCAMS MED NAPLES I	20020	COMM OFFICER		5082R	10001 9510
NAVCAMS MED NAPLES I	30040	MSG OFFICER		0082T	1000K 9595
NAVCAMS MED DET SIGO	01000	COMM OIC		5082F	10001 9510
NAVCAMS LANT NORFOLK	00100	CO SHR ACTY SEL	50760	~~5082Q~~	1000G 9422
NAVCAMS LANT NORFOLK	00200	XO SHR ACTY		5082R	1000H 9436

NAVCAMS LANT NORFOLK	00220	AREA OFFICER	50760	~~50820~~	1000H	9510
NAVCAMS LANT NORFOLK	00230	AREA OFFICER RQMTS		00820	1000J	9575
NAVCAMS LANT NORFOLK	00260	AREA OFFICER OPS-MGMT		5082Q	10001	9515
NAVCAMS LANT NORFOLK	00900	COMM CMS-CUST		0082T	1000K	9535
NAVCAMS LANT NORFOLK	01500	COMM OFFICER		5082R	10001	9510
NTCC HAMPTON ROADS	00100	COMM OIC (ADDU CINCLANTFLT) 50		5082S	10001	9510
NTCC HAMPTON ROADS	00150	COMM CMS-CUST		0082S	1000J	9510
NTCC HAMPTON ROADS	00225	MSG OFFICER LDMX		0082T	11101	9595
NAVRADSTA R SUGARGRO	00150	CO SHORE ACTIVITY		5082F	10001	9420
NAVSATCOMMFAC NORTHW	00100	SAT OFFICER		5082R	10001	9560
NAVCAMS EASTPAC HONO	00020	CO SHR ACTY SEL/DCO/ADDU COMNA		5082Q	10000	9422
NAVCAMS EASTPAC HONO	00040	XO SHR ACTY		0082S	1610H	9436
NAVCAMS EASTPAC HONO	10025	AREA OFF	50760	~~50820~~	1000H	9510
NAVCAMS EASTPAC HONO	10120	AREA OFF OPS MGMT		5082Q	10001	9515
NAVCAMS EASTPAC HONO	10210	AREA ANALYST OPS MGMT		0082T	1000K	9595
NAVCAMS EASTPAC HONO	10410	AREA OFF RQMTS		00820	1000J	9515
NAVCAMS EASTPAC HONO	20010	COMM OFF		5082R	10001	9510
NAVCAMS EASTPAC HONO	20110	COMM CMS-CUST		0082T	1000K	9535
NAVCAMS EASTPAC HONO	20310	TFC OFF		0082S	1000J	9710
NAVCAMS EASTPAC HONO	50010	COMM OFF/ADDU TO CINCPAC		5082Q	10001	9510
NAVCAMS EASTPAC HONO	50150	COMM CWO		0082T	1000K	9525
NTCC PEARL HARBOR HI	40010	COMM OFF/ADDU TO 19250 CINCPAC		5082Q	10001	9510
NTCC PEARL HARBOR HI	40040	MSG CMS-CUST LDMX/ADDU TO 1926		0082T	1000K	9535
NAVCOMMSTA HAROLD E	00100	CO SHR ACTY		5082P	10000	9421
NAVCOMMSTA HAROLD E	20020	COMM OFFICER		5082Q	10001	9510

NAVCOMMSTA HAROLD E	20040	COMM CMS-CUST	0082T	1000L 9528
NAVCOMMSTA BALBOA PN	00100	CO SHR ACTY	5082P	1000H 9421
NAVCOMMSTA BALBOA PN	00200	XO SHR ACTY	5082S	10001 9436
NAVCOMMSTA BALBOA PN	20020	COMM/OPS OFFICER	5082S	10001 9510
NAVCOMMSTA BALBOA PN	23020	RCVR OFFICER	0082T	1000K 9567
NAVCOMMSTA NEA MAKRI	00100	CO SHORE ACTY	5082P	1000G 9421
NAVCOMMSTA NEA MAKRI	00200	XO SHORE ACTY	5082S	1000H 9436
NAVCOMMSTA NEA MAKRI	20020	COMM OFFICER	5082G	10001 9510
NAVCOMMSTA NEA MAKRI	20080	COMM CMS-CUST	0082T	1000L 9528
NAVCOMMSTA NEA MAKRI	21020	COMM PLANS-OFF	0082T	1000L 9087
NAVCOMMSTA NEA MAKRI	80120	XMTR OFFICER	0082T	1000K 9567
NAVCOMMSTA KEFLAVIK	00100	CO SHR ACTY	5082F	1000G 9421
NAVCOMMSTA KEFLAVIK	00200	XO SHR ACTY	5082S	1000H 9436
NAVCOMMSTA KEFLAVIK	20020	COMM OFFICER STF OPS OFF	5082G	10001 9510
NAVCOMMSTA KEFLAVIK	20040	COMM PLANS	0082S	1000J 9595
NAVCOMMSTA YOKOSUKA	00150	CO SHR ACTY	5082F	1000H 9421
NAVCOMMSTA YOKOSUKA	00200	XO SHR ACTY	5082S	10001 9436
NAVCOMMSTA YOKOSUKA	10190	TFC OFFICER	0082T	1000K 9510
NAVCOMMSTA YOKOSUKA	10600	COM CMS-CUST	0082T	1000K 9535
NAV RAD TRANS FAC TO	00150	XMTR OIC	0082S	1000J 9567
NAVRADRECFAC KAMI SE	30175	RCVR OIC	5082S	10001 9567
NAVCOMMSTA THURSO UK	00200	XO SHORE ACTY	5082S	10001 9436
NAVCOMMSTA PHILIPPIN	00010	CO SHR ACTY	5082P	1000G 9421
NAVCOMMSTA PHILIPPIN	00015	XO SHR ACTY	5082S	1000H 9436
NAVCOMMSTA PHILIPPIN	04750	COMMUNICATIONS OFF	5082G	10001 9510

NAVCOMMSTA PHILIPPIN	05200	COMM PLANS			5082S	10001 9515
NTCC CUBI PT RP	00070	MSG CENTER OFF	SS		0082T	1000K 9525
NTCC SUBIC BAY RP	00070	OFFICER IN CHARGE			5082S	10001 9595
NAV RAD TRANS FAC CA	00010	OFFICER IN CHARGE			5082S	10001 9567
NAVCOMMSTA SAN DIEGO	00100	CO SHR ACTY/ADDU DIST	COMDCOMNA		5082P	10006 9421
NAVCOMMSTA SAN DIEGO	00200	XO SHR ACTY/ADDU DIST	COMDT		5082S	1000H 9436
NAVCOMMSTA SAN DIEGO	00450	COMM OFFICER			0082G	10001 9510
NAVCOMMSTA SAN DIEGO	00550	COMM PLANS			0082S	1000J 9515
NTCC SILVER STRAND	00100	MSG OIC			0082S	1000J 9595
NTCC LONG BEACH CA	00200	MSG OIC			5082S	10001 9595
NTCC PT MUGU CA	00200	MSG OIC			5082S	10001 9595
NTCC NORTH ISLAND CA	00100	MSG OIC			5082S	10001 9595
NAVCOMMSTA DIEGO GAR	00100	CO SHR ACTY/ADDU CNSG			5082F	1000H 9421
NAVCOMMSTA DIEGO GAR	00200	XO SHR ACTY			0082S	16101 9436
NAVCOMMSTA STOCKTON	00200	CO SHR ACTY		50760	~~5082G~~	1000G 9422
NAVCOMMSTA STOCKTON	00300	XO SHR ACTY			5082R	1000H 9436
NAVCOMMSTA STOCKTON	01300	COMM PLANS & OPS			5082P	10001 9515
NAVCOMMSTA STOCKTON	01950	COMM OFFICER			5082R	10001 9510
NAVCOMMSTA STOCKTON	02150	TFC OFFICER			0082S	1000J 9595
NTCC MONTEREY CA	01000	MSG OIC			0082T	1000K 9510
NTCC OAKLAND CA	01050	MSG OIC	SS		5082S	10001 9510
NAVRADSTA T JIM CREE	00150	XMTR OIC VLF			0082S	1000J 9420
NTCC ALAMEDA CA	00100	MSG OIC			5082S	13001 9510
NTCC BANGOR WA	00150	MSG OIC LDMX			5082S	10001 9510
NTCC MOFFETT FIELD	00200	MSG OFFICER	SS		0082S	1000J 9565

NAVCOMMSTA ROOSEVELT	00100	CO SHR ACTY ADDU TO BSC09100 N	5082P	1000G	9421
NAVCOMMSTA ROOSEVELT	00110	XO SHR ACTY	5082S	1000H	9436
NAVCOMMSTA ROOSEVELT	00120	COMM OFFICER	5082G	1000I	9510
NAVCOMMSTA ROOSEVELT	00130	PLANS OFFICER	0082S	1000J	5925
NAVCOMMSTA ROTA SPAI	00100	CO SHR ACTY/ADDU COMNAVSECGRU	5082P	1000G	9421
NAVCOMMSTA ROTA SPAI	00250	XO SHR ACTY	0082S	1610H	9436
NAVCOMMSTA ROTA SPAI	00300	STF OPS-OFF	5082F	1000I	9515
NAVCOMMSTA ROTA SPAI	00600	VOX OFFICER	0082T	1000L	9535
NAVCOMMU KEY WEST FL	00100	CO SHR ACTY	0082G	1000I	9421
NAVCOMMU KEY WEST FL	00200	XO SHR ACTY/COMM OFFICER	0082T	1000K	9436
NAVCOMMU LONDON UK	00100	CO SHR ACTY	5082F	1000H	9421
NAVCOMMU LONDON UK	00200	XO SHR ACTY	0082S	1610I	9436
NAVCOMMU LONDON UK	20100	COMM OFFICER	5082G	1000I	9510
NAVCOMMU LONDON UK	26100	STF OPS-OFF/DCA OFFICER	0082G	1000J	9510
NAVCOMMU WASHINGTON	00050	CO SHR ACTY/ADDU HDQTRS NAVDIS	5082F	1000H	9421
NAVCOMMU WASHINGTON	00200	XO SHR ACTY	5082S	1000I	9436
NAVCOMMU WASHINGTON	00350	OPERATIONS OFFICER	5082G	1000I	9515
OPNAV PTC WASHINGTON	00175	COMM OIC	5082R	1000H	9510
OPNAV PTC WASHINGTON	00250	COMM CMS-CUST	0082T	1000K	9535
OPNAV PTC WASHINGTON	00900	COMM CWO (SPEC-FOLDER)	0082T	1000K	9525
NTCC CRYSTAL PLAZA W	00100	MSG OIC	5082S	1000I	9510
NTCC CRYSTAL PLAZA W	00200	MSG OFFICER LDMX	0082S	1000J	9510
NAVSEASYSCOM CHELTENH	00075	ADP PROGRAMS HD FLEET SOFTWARE	5082P	1000I	9710
NAVSEASYSCOM CHELTENH	00330	ADP PLANS ADP PROJ MGR	0082S	1000J	9720
NTCC GREAT LAKES IL	00150	MSG OIC (NTCC GREAT LAKES	0082S	1000J	9510

NTCC WARD CIRCLE WAS	00100	MSG OFFICER RIXT		0082S 1000J 9525
NTCC NEWPORT RI	00150	MSG OIC	SS	0082S 1000J 9510
NAVCOMMU CUTLER ME	00100	CO SHR ACTY		5082F 1000H 9421
NAVCOMMU CUTLER ME	00200	XO SHR ACTY		5082S 10001 9486
NAVCOMMU CUTLER ME	20010	COMM OFFICER		0082S 1000J 9510
COMDESRON 2	00400	STAFF COMM		0082T 1110K 9590
COMDESRON 4	00400	STAFF COMM		0082T 1110K 9590
COMDESRON 8	00400	STF COMM		0082T 1110K 9590
COMDESRON 10	00400	STAFF COMM		0082T 1110K 9590
COMDESRON 12	00400	STAFF COMM		0082T 1110K 9590
COMDESRON 14	00400	OPERATIONS/READINESS		0082T 11101 9065
NSA NEW ORLEANS/BCT	03700	COMM/CUST CMS MTL		5082G 10001 9510
COMNAVSUPPFORANTARCT	00800	COMM ASHORE		5082G 10001 9510
COMNAVMILPERSCOM WAS	00160	COMM LIAISON OFF NMPC-01E		0082S 1000J 9510
COMSOLANTFOR	02410	COMMUNICATIONS		5082G 10501 9067
CINCHAN/CINCEASTLANT	00610	COMM FAC CI-005		5082G 10001 9590
CINCUSNAVEUR	23100	COMM OPS/FL. COM ADDU TO BSC 08		5082P 1000H 9515
CINCUSNAVEUR	23200	COMM PLAN & OPS CRYP TO ADDU T		5082G 10001 9515
CINCUSNAVEUR	23300	COMM PLAN & OPS/COMM OPS ADDU		0082S 10001 9515
COM NAV FOR KOREA	01550	STAFF COMM/COMM OFF		5082G 10001 9590
EUCOM SILKPURSE CONT	04012	STF COMM 04/16		5032G 13021 9590
HQ AFCENT	00510	STF OFF CE-037		5082G 11101 9065
SHAPE	04300	STAFF OFFICER FS-112		5082S 11101 9065
ATKCARSTRFOR7THFLT/C	03100	STAFF COMM		5082R 10501 9590
PME-120 COMMAND SYS	21220	OPS T&E		5082P 11101 2165

EUCOM US HDQTRS	01260	INTEL INVEST 42B10A	5082R 10001 9617
EUCOM US HDQTRS	03150	COMM DUTY 56/18	5082S 10001 9074
EUCOM US HDQTRS	05100	STF COMM 84/07	5082P 10001 9590
HQ USREDCOM	00850	CH COMMOPS ADDU TO JDA 71/01	5082G 1000G 9590
HQ AF SOUTH	04400	STF (EXER) CE-221	5082G 11101 9590
HQ AF SOUTH	04600	CHIEF CE-229	5082G 1000H 9567
HQ AF SOUTH	05000	STF OFF (OPS POLICY)CE-230	5082G 11101 9590
COMTHIRDFLT OPS COMP	04900	STF COMM/ACOS	5082Q 1000H 9590
COM SEVENTH FLEET	06110	COMMUNICATIONS	5082Q 1110H 9590
COM SECOND FLEET	06100	ACOS COMM-N6	5082Q 1110H 9590
CINCPAC AIRBORNE COM	01900	COMM OFF 02/27	5082G 13021 9515
CINCPAC	06150	CH C3 OPS PLNS & SYS630/01	5082R 1000G 9515
CINCPAC	06200	C3 OPS PLNS & EVAL 630/03	5082F 1000H 9515
CINCPAC	06250	C3 OPS PLNS & EXER 630/06	5082S 10001 9515
CINCLANTFLT	15700	CURRENT OPS & READ	5082Q 1110H 9590
CINCLANTFLT NSG COMS	00200	73 COMSEC CLF ADDU TO 00190 SG	0082P 16101 9517
CINCLANTFLT CC	00100	49 STF COMM ADDU TO 00210 SGD	0082P 16101 9590
CINCLANT	00950	ABNCP/TACAMO COORD 26/10	0082S 1300J 9060
CINCLANT	01220	OPS & RQMTS 30/07	5082G 11101 9515
CINCLANT	01230	JNT PEAD & INSP 30/08	5082R 11101 9074
COMSTRIKFLTLANT	00110	NATO COMM/COSMIC SUB REG	5082S 10001 9590
CINCLANT AIRBORNE CO	00600	OPS OFF 02/02	5082S 1312H 9060
CINCLANT AIRBORNE CO	00800	TEAM COMMANDER 02/09	5082S 1302G 9060
CINCLANT AIRBORNE CO	00900	OPS OFF 09/10	5082S 1312H 9060
CINCLANT AIRBORNE CO	01100	TEAM COMMANDER 02/17	5082S 1302G 9060

CINCLANT AIRBORNE CO	01200	OPS OFF 02/18	5082S	1312H 9060
CINCLANT AIRBORNE CO	01400	OPS OFF 02/26	5082S	1312H 9060
CINCLANT AIRBORNE CO	01700	OPS OFF 02/34	5082S	1312H 9060
CINCPACFLT	17400	STF COMM/AST FOR SAT COMM & AI	5082F	1000I 9590
SIGSEC SECGRP CINCPA	01000	COMM SECURITY/SIGSEC	0082P	1610I 9517
SI COMM SECGRP CINCP	01000	STAFF COMM/PACAREA SI COMM OFF	0082P	1610I 9590
NAVOCEANSYSCEN SDIEG	02800	SUBMARINE COMM PROGRAMS	0082S	1120J 5917
NIPSSA SUITLAND MD	00725	COMM ASHORE/COMMS DIV OFF	5082S	1000I 9510
COMNAVTELCOM WASH DC	00025	DEPUTY COMMANDER	5082P	1000G 9543
COMNAVTELCOM WASH DC	00065	INSPECTOR GENERAL	5082P	1000G 9960
COMNAVTELCOM WASH DC	00080	SPECIAL ASST FOR SYS INT ADDU	5082Q	1000G 9705
COMNAVTELCOM WASH DC	00100	DIRECTOR RESOURCES	5082S	1000G 3943
COMNAVTELCOM WASH DC	00345	HD CAREER DEVELOPMENT BR	5082F	1000I 3215
COMNAVTELCOM WASH DC	00355	NEW SYS TRAINING RQMNTS	0082G	1000J 3215
COMNAVTELCOM WASH DC	00430	DIRECTOR PLANS	5082Q	1000G 9087
COMNAVTELCOM WASH DC	00475	EXTERNAL SPCL PLANS	5082F	1000I 9590
COMNAVTELCOM WASH DC	00480	INTRNL SPCL PLANS	0082G	1000J 9590
COMNAVTELCOM WASH DC	00555	HD INTEGRATION PLANS DIV	5082Q	1000H 9560
COMNAVTELCOM WASH DC	00560	HD SYSTEMS PLANS BRANCH	5082P	1000H 9515
COMNAVTELCOM WASH DC	00655	AFLOAT AUTOMATION PLANNER	5082G	1000I 9515
COMNAVTELCOM WASH DC	00660	SHIP/SHORE INTERFACE	5082G	1000I 9515
COMNAVTELCOM WASH DC	00705	HD TACTICAL PLANS DIV	5082F	1000H 9590
COMNAVTELCOM WASH DC	00735	HD AVIATION PLANS BRANCH	5082R	1300I 8515
COMNAVTELCOM WASH DC	00745	AVIATION TERMINALS PLANS	0082S	1300J 8564
COMNAVTELCOM WASH DC	00815	HD OPERATIONS MGMT DIV	5082Q	1000H 9515

COMNAVTELCOM WASH DC	00820	HD LANT/MED OPS BR	5082G	1000I	9515
COMNAVTELCOM WASH DC	00825	PAC/INDIAN OCEAN OPS BR	5082R	1000I	9515
COMNAVTELCOM WASH DC	00840	STF COMM OFF/HD TACTICAL PLATF	5082R	1300I	9590
COMNAVTELCOM WASH DC	00845	STF COMM OFF/ASW PLATFORMS	0082S	1300J	9590
COMNAVTELCOM WASH DC	00930	ASST AFLOAT AUTOMATION	0082S	1110J	9515
COMNAVTELCOM WASH DC	00945	HD MSG PROCEDURES BR	5082Q	1000I	9515
COMNAVTELCOM WASH DC	00980	HD SATELLITE & MISSION COMM D150760	~~5082F~~	1000H	9515
COMNAVTELCOM WASH DC	01015	MISSION COMMS	5082S	1000I	9515
COMNAVTELCOM/RPN	00110	RES PROG COORDINATOR	5082S	1000I	3970
COMNAVTELCOM DC/DCS	00200	ARCHITECTURE PLANNER	5082G	1000I	9515
COMNAVTELCOM DC/DCS	00270	AUTODIN II LMO/NAVY LIAIS	5082G	1000I	9515
SPCOMMDIV NAVTELCOM	36200	HD SUB COMM DIV	5082Q	1120H	9515
SPCOMMDIV NAVTELCOM	36325	HD SUB OPS BR	5082F	1120I	9515
COMCRUDESGRU 1	01800	STAFF COMM	5082F	1110I	9590
COMCRUDESGRU TWO	01800	STAFF COMM	5082F	1110I	9590
COMCRUDESGRU 3	01800	STAFF COMM	5082F	1110I	9590
COMCRUDESGRU 5	01800	STAFF COMM	5082F	1110I	9590
COMCRUDESGRU 8	01800	STAFF COMM	5082F	1110I	9590
COMCRUDESGRU 12	01800	STAFF COMM	5082F	1110I	9590
COMSC	14300	HD TANKER OPERATIONS BR	5082S	1110I	9050
COM OP TEST AND EVAL	12000	OP TEST & EVAL/HD COMM SYS	5082Q	1110H	2181
PAC ELEMENT OPTEVALF	10295	OP TEST&EVAL ASST COMM SYS	0082G	1110J	2181
PAC ELEMENT OPTEVALF	10300	OP TEST&EVAL ASST COMM SYS	0082G	1320J	2181
OPNAV	02940	OP-941C1 HD COMM PLN & POL SEC	5082Q	1050H	9515
OPNAV	02955	OP-941C2 HD READ AND RESOURCES	5082Q	1000H	9515

OPNAV	02985	OP-941D11 ASST FOR STRAT SYSTE		0082G	1050J	9515
OPNAV	03000	OP-941D22 ASST FOR SHORE TO SH		5082G	1050I	9515
OPNAV	03005	OP-941D23 ASST FOR AIRBORNE PR		5082G	1120I	9515
OPNAV	03030	OP-941H2 COORD FOR FLT TACT CO		5082S	1000H	9515
OPNAV	03035	OP-941H21 ASST FOR SURF TACT C		5082S	1110I	9515
OPNAV	03230	OP-943C3 ASST FOR DSCS/SHF SAT		5082P	1050I	9515
OPNAV	04940	OP-986C HD SAT-COMM BRANCH		5082G	1050I	6948
OPNAV	07610	OP-224G HD COMM SYS SEC		5082Q	1120H	9074
OPNAV	09000	OP-351D HD SURF TACT COMM RQMT		5082Q	1110I	9079
OCEANOGRAPHIC SYSTEM	05100	STAFF COM-DIV HD/AD-DU TO COM3		5082Q	1000I	9590
COM PHIB GR 2	05310	COMMUNICATIONS		5082F	1110H	9590
CC SGA NWEST CHESAPE	30200	49COMM ASHORE		0082P	1610J	9510
CC SECGRUDEPT NAVCAM	31900	49COMM ASHORE		0082P	1610J	9510
CC SECGRUDEPT NAVCAM	30025	49COMM ASHORE		0082P	1610J	9510
CC SGDEPT NCS ROTA S	31950	49COMM ASHORE		0082P	1610I	9510
CC SGDET KAMISEYA JA	30025	49COMM ASHORE		0082P	1610I	9510
COMNAVSECGRU WASHING	01500	59DIR OPERATIONAL SYS/G31		0082P	1610H	9590
COMNAVSECGRU WASHING	01540	59HD ANALYSIS & RQMTS G3121		0082P	1610J	9735
COMNAVSECGRU WASHING	01550	59PROJECT LEADER G3322		0082P	1610J	9590
NS BROOKLYN/BCT	23000	COMM ASHORE		0082S	1000I	9510
NS SEATTLE/BCT	01150	COMM ASHORE/ADDU 13NDDISTCOMM		5082S	1000H	9510
COMNAVSURFGRU WESTPA	12100	STAFF COMM		5082S	1110I	9590
COMSUBLANT/BCT	16000	STAFF COMM/BCT OFFICER		5082Q	1120I	9590
COMSUBPAC	06310	ASST COFS-COMMUNICATIONS		5082Q	1120G	9590
COMSUBPAC	06400	STAFF COMM/SSBN COMMUNICATIONS		5082S	1120I	9590
NETC NEWPORT GEN SKI	08220	DIRECTOR		5082F	1000I	3283
NETC NEWPORT GEN SKI	08300	COMM AFLOAT/PROCED COOR/INSTR		0082G	1110J	3283
NETC NEWPORT GEN SKI	06320	COMM ASHORE/INSTR		0082S	1050J	3250
COMNAVSURFLANT	09000	STAFF COMM/FORCE COMM		5082S	1110I	9590
VQ 3	30100	TACTICAL		5082S	1321I	9515
VQ 4	09070	CIRCUIT CTL-SPEC COM		0082T	1321K	9575
VQ 4	09100	SQUADRON COMM	0045T	0082S	1311J	8682
FLENUMOCEANCEN MONTE	04310	COMM DIV OFF		0082E	1000K	9515
KEESLER AFB SCHOOLS	02940	INSTR		5082G	1000I	3250
KEESLER AFB SCHOOLS	02960	INSTR		5082G	1000I	3250
KEESLER AFB SCHOOLS	02980	INSTR		5082G	1000I	3250
3RD MAR DIV FMF PAC	40100	COMM PLANS&OPS		0082G	1000J	9515

APPENDIX D

LETTER OF INSTRUCTION TO

SUBSPECIALTY SELECTION BOARD

NMPC-440/SS:tls
Ser 454

From: Commander, Naval Military Personnel Command
To:

Subj: Letter of Instruction for Command and Control Subspecialty Selection Board

Ref: (a) OPNAVINST 1000.16E

1. A subspecialty selection board is hereby established in the Naval Military Personnel Command and is ordered to convene on 23 August 1982. The board will consist of yourself as Senior Member and the following officers as members:

2. (Recorders and Technical Advisors)

3. The board will convene at the Federal Office Building #2, Arlington Annex at 0900 on 23 August 1982 or as soon thereafter as practical.

4. The Commander, Naval Military Personnel Command will furnish the board with the names and records of officers to be

considered. Utilizing this list of officers, the board shall perform the following functions:

a. The board will identify and recommend officers of the unrestricted line in the ranks of lieutenant commander, commander, and captain for designation as subspecialists in the Command and Control education/skill areas in accordance with the provisions of reference (a). The records of officers so recommended must substantiate recent and relevant experience in these areas and all aspects of these areas should be considered. For officers who are presently identified as graduate-educated subspecialists in the field of Command and Control the board should recommend deletion of the functional field identification (1st and 2nd digits) if their experience is not significant. For those officers who are subspecialists through experience (S-code), but whose experience is determined to be neither recent nor relevant, the board should recommend removal of the S-code. However, education subspecialty codes (3rd and 4th digits) will be maintained to permit accurate tracking of graduate education.

b. From among those officers identified in accordance with paragraph 4a, the board will further select those officers whose overall performance and background, leadership potential and superior performance in the Command and Control education/skill areas warrants designation as proven subspecialists. In this manner, the board will have identified those officers who are capable to fulfilling the most demanding subspecialist billets.

c. Two categories of officers will be under consideration for designation as proven subspecialists:

(1) Graduate education--must have conducted studies in a Navy approved curriculum that has substantial relevance and content in the field of the subspecialty; must have served at least one significant tour, or equivalent thereof, in the education/skill area.

(2) Experience only--should have served, as a minimum, two significant tours, or the equivalent thereof, in the field of the subspecialty.

Subj: Letter of Instruction for Command and Control Subspecialty Selection Board

5. It is important to understand that, for the URL officer, development in a subspecialty is not a generally available alternative to operational development. There will be, however, some URL officers who will pursue development in their subspecialty exclusively after gaining a degree of operational expertise at less than the command level in their warfare specialty. Those officers from this category chosen for designation as proven subspecialists will be the exception to the rule. They must have clearly superior performance records overall and have qualifications which are needed in repetitive shore tours.

6. There exists within the Navy a misconception that assignment to a training command billet is detrimental to normal career progression. It is therefore necessary to ensure that selection boards are not guided by this misconception. Consequently, in determining an officer's fitness for selection, boards shall give weight to duty performed at a training command equal to that given to other duty equally well performed.

7. Equality of treatment and opportunity has long been the official policy of the Department of the Navy. The policy of equal opportunity in the naval service applies without regard to race, creed, sex, or national origin. In your deliberations, the board will apply this policy.

8. During the course of your deliberations, you will encounter records which indicate clearly substandard performance or obesity/overweight. In this respect, a mark in the officer's fitness report of "G," "H," or "I" in goal setting and achievement or in the "BOTTOM/LOW" of item 51 is considered to meet the substandard criteria. Indication of obesity/overweight can be obtained from comments (item 88), military bearing (item 72), or contribution to command mission (item 51). A list of those officers identified as obese/overweight will be referred to the Commander, Naval Military Personnel Command for review and action deemed appropriate.

9. SECNAVINST 5300.20 delineates the Department of the Navy's policies in regard to alcoholism and alcohol abuse. The purpose of this paragraph is to reiterate those

policies as they apply to the selection process. Selection opportunity will not be denied solely on the basis of prior alcoholism or alcohol abuse, provided that the individual has participated in a successful treatment and recovery. However, any misconduct or reduction in performance resulting from alcoholism or alcohol abuse must necessarily be considered in determining fitness for selection. The Department of the Navy's policies related to standards of behavior and performance must be firmly maintained and affirmed. These standards, however, will be applied to the individual's demonstrated conduct rather than to the use or abuse of alcohol.

10. Upon completion, a board report shall be submitted to the Commander, Naval Military Personnel Command and will include a list of those proven Command and Control sub-specialists and comments or recommendations concerning the board.

11. All personnel associated with the board are advised that the membership will not be divulged except on a need to know basis until after the board convenes.

12. This appointment is in addition to your present duties.

LIST OF REFERENCES

1. OPNAV 13-P-1, Unrestricted Line Officer Career Planning Guidebook, 1982.

2. CNO Industry Advisory Committee for Telecommunications Report, 25 July 1972.

3. Naval Inspector General Ltr Ser 008/34, "Command Inspection of Headquarters, Naval Telecommunications Command," 14-25 January 1980.

4. Nagler, Gordon R., VADM, U.S.N., "Strengthening the Military Complex through AFCEA," Signal, May/June 1981.

5. Office of Naval Operations, Naval Officer Professional Development Study, 31 May 1974.

6. Department of Defense Directive 1322.10, Policies on Graduate Education for Military Officers, 30 July 1974.

7. Department of Defense Report to the House Appropriations Committee, Graduate Education in the Department of Defense, March 1979.

8. Department of Defense Report to the House Armed Services Committee, Department of Defense Report on Graduate Education of Officers, February 1981.

9. Woods, Walter, M., Dean of Educational Development, Naval Postgraduate School, Interview, 13 January 1983.

10. Naval Military Personnel Command Notice 1401, Selection of Officers as Proven Subspecialists in Command and Control, 15 October, 1982.

11. Telephone interview, Professional Development Education and Subspecialty Management Branch (NMPC-440), LCDR Dilly, 21 January 1983.

12. Naval Military Personnel Command, Biennial Officer Billet Summary (Junior and Senior Officer Editions), 1 January 1982.

13. Telephone interview, Officer Services (NMPC-472), LCDR Young, 3 March 1983.

14. NAVPERS 15839E, Manual of Navy Officer Manpower and Personnel Classifications, Volumes I and II, 1977.

15. OPNAVINST 1000.16E, Manual of Navy Total Force Manpower Policies and Procedures, 2 March 1981.

16. Telephone interview, Space Systems Coordinator (OP-941), LCDR R. Wiley, 19 January 1983.

17. Telephone interview, Plans and Programs Section (OP-941C22), LCDR Stewart, 4 January 1983.

18. Telephone interview, Assistant for Manpower Training and Reserves (OP-094E), CDR Glad, 24 February 1983.

19. Telephone interview, Officer Professional Development Section (OP-132E4), CDR Campbell, 16 February 1983.

20. Telephone interview, Officer Distribution Branch (OP-132), CAPT Retz, 16 February 1983.

21. Telephone interview, Professional Development Education and Subspecialty Management Branch (NMPC-440), CDR Gilroy, 18 January 1983.

22. Letter of Instruction for Command and Control Subspecialty Selection Board, 23 August 1982, (Sample).

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5.	Office of the Chief of Naval Operations Department of the Navy ATTN: OP-941C Washington, D.C. 20350	1
6.	LT Grayson L. Koogle 8515 Radford Avenue Alexandria, Virginia 22309	4

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